BASE PERIOD: November 8, 2017 - November 7, 2018

CLIN	Description	Quantity	Unit	Unit Price	Extended Price	Contract Type
10	**Security Requirements**	1	AU	(b)(4)		FFP
20	**Border Patrol Agent (BPA) Hiring**	1,000	EA			FFP
20AA	80% of CLIN 20 with Successful Offer Letter		EA			FFP
20AB	20% of CLIN 20 with Entry on Duty (EOD)		EA			FFP
30	**CBP Officer Hiring**	400	EA			FFP
30AA	80% of CLIN 30 with Successful Offer Letter		EA			FFP
30AB	20% of CLIN 30 with Entry on Duty (EOD)		EA			FFP
40	**Air and Marine Interdiction Agent Hiring**	100	EA			FFP
40AA	80% of CLIN 40 with Successful Offer Letter		EA			FFP
40AB	20% of CLIN 40 with Entry on Duty (EOD)		EA			FFP
				Base Period Total:	(b)(4)	

OPTION PERIOD 1: November 8, 2018 - November 7, 2019

CLIN	Description	Quantity	Unit	Unit Price	Extended Price	Contract Type
1010	**Border Patrol Agent (BPA) Hiring**	1,000	EA	(b)(4)		FFP
1010AA	80% of CLIN 1010 with Successful Offer Letter		EA			FFP
1010AB	20% of CLIN 1010 with Entry on Duty (EOD)		EA			FFP
1020	**CBP Officer Hiring**	400	EA			FFP
1020AA	80% of CLIN 1020 with Successful Offer Letter		EA			FFP
1020AB	20% of CLIN 1020 with Entry on Duty (EOD)		EA			FFP
1030	**Air and Marine Interdiction Agent Hiring**	100	EA			FFP
1030AA	80% of CLIN 1030 with Successful Offer Letter		EA			FFP
1030AB	20% of CLIN 1030 with Entry on Duty (EOD)		EA			FFP
				Option Period 1 Total:	(b)(4)	

OPTION PERIOD 2: November 8, 2019 - November 7, 2020

CLIN	Description	Quantity	Unit	Unit Price	Extended Price	Contract Type
2010	**Border Patrol Agent (BPA) Hiring**	1,000	EA	(b)(4)		FFP
2010AA	80% of CLIN 2010 with Successful Offer Letter		EA			FFP
2010AB	20% of CLIN 2010 with Entry on Duty (EOD)		EA			FFP
2020	**CBP Officer Hiring**	400	EA			FFP
2020AA	80% of CLIN 2020 with Successful Offer Letter		EA			FFP
2020AB	20% of CLIN 2020 with Entry on Duty (EOD)		EA			FFP
2030	**Air and Marine Interdiction Agent Hiring**	100	EA			FFP
2030AA	80% of CLIN 2030 with Successful Offer Letter		EA			FFP
2030AB	20% of CLIN 2030 with Entry on Duty (EOD)		EA			FFP
				Option Period 2 Total:	(b)(4)	

OPTION PERIOD 3: November 8, 2020 - November 7, 2021

CLIN	Description	Quantity	Unit	Unit Price	Extended Price	Contract Type
3010	**Border Patrol Agent (BPA) Hiring**	1,000	EA	(b)(4)		FFP
3010AA	80% of CLIN 3010 with Successful Offer Letter		EA			FFP
3010AB	20% of CLIN 3010 with Entry on Duty (EOD)		EA			FFP
3020	**CBP Officer Hiring**	400	EA			FFP
3020AA	80% of CLIN 3020 with Successful Offer Letter		EA			FFP
3020AB	20% of CLIN 3020 with Entry on Duty (EOD)		EA			FFP
3030	**Air and Marine Interdiction Agent Hiring**	100	EA			FFP
3030AA	80% of CLIN 3030 with Successful Offer Letter		EA			FFP
3030AB	20% of CLIN 3030 with Entry on Duty (EOD)		EA			FFP
				Option Period 3 Total:	(b)(4)	

OPTION PERIOD 4: November 8, 2021 - November 7, 2022

CLIN	Description	Quantity	Unit	Unit Price	Extended Price	Contract Type
4010	**Border Patrol Agent (BPA) Hiring**	1,000	EA	(b)(4)		FFP
4010AA	80% of CLIN 4010 with Successful Offer Letter		EA			FFP
4010AB	20% of CLIN 4010 with Entry on Duty (EOD)		EA			FFP
4020	**CBP Officer Hiring**	400	EA			FFP
4020AA	80% of CLIN 4020 with Successful Offer Letter		EA			FFP
4020AB	20% of CLIN 4020 with Entry on Duty (EOD)		EA			FFP
4030	**Air and Marine Interdiction Agent Hiring**	100	EA			FFP
4030AA	80% of CLIN 4030 with Successful Offer Letter		EA			FFP
4030AB	20% of CLIN 4030 with Entry on Duty (EOD)		EA			FFP
				Option Period 4 Total:	(b)(4)	
				TOTAL CONTRACT CEILING:	(b)(4)	

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Requirements Traceability Matrix
(RTM)

Prepared for
Department of Homeland Security

14 January 2016

1. Introduction

The Requirements Traceability Matrix (RTM) relates requirements from requirement source documents to the security certification process. It ensures that all security requirements are identified and investigated. Each row of the matrix identifies a specific requirement and provides the details of how it was tested or analyzed and the results.

The table is arranged to display the system security requirements from the applicable regulation documents, which are listed below:
- NIST 800-53 w/ DHS 4300A Rev 4 - Department of Homeland Security Sensitive Systems Policy Directive 4300A Version 10 (with 800-53 Rev 4)

The columns of the RTM are defined as follows:

Control Ref.	Refers to the name (short title) of the source document and the ID or paragraph number of the listed control or requirement.
Security Req./ Control	Short title describing the security control or requirement (and the text of the control/requirement, which may be paraphrased for brevity).
Security Category	Category and class associated with the security control.
Control Type	Auto populated if the requirement is identified with two security control types: common and system-specific; i.e., a part of the requirement is identified as common type and another part of it is system-specific. • **Common**. Auto populated if the requirement is designated to one or more information systems. • **Hybrid**. Auto populated if the requirement is identified with two security control types: common and system-specific; i.e., a part of the requirement is identified as common type and another part of it is system-specific. • **System-Specific**. Auto populated if the requirement is assigned to a specific information system. • **Inherited**. Auto populated if the requirement is inherited from another system. • **Not Specified**. Auto populated if the requirement does not require any security control.
Planned Imp.	Auto populated if the requirement is identified with two security control types: common and system-specific; i.e., a part of the requirement is identified as common type and another part of it is system-specific. • **Common**. Auto populated if the requirement is designated to one or more information systems. • **Hybrid**. Auto populated if the requirement is identified with two security control types: common and system-specific; i.e., a part of the requirement is identified as common type and another part of it is system-specific. • **System-Specific**. Auto populated if the requirement is assigned to a specific information system. • **Inherited**. Auto populated if the requirement is inherited from another system. • **Not Specified**. Auto populated if the requirement does not require any security control.
Actual Imp.	Identification whether the control is in place and how it has been implemented, or differences

	in how the control was implemented compared to what was planned. • **As Planned**. Auto populated if Implemented control status is selected and Planned Implementation column does not read Not Entered. • **Pending Implementation**. Auto populated if Planned control status is selected and Planned Implementation column does not read Not Entered. • **Partially Implemented**. Auto populated if Partial control status is selected and Planned Implementation column does not read Not Entered. • **Not Entered**. Auto populated if the Planned Implementation column reads Not Entered. • **Not Assigned**. Auto populated if the Control Type and/or Control Status were not selected.
Test #(s)	The ID number of the specific test procedure(s) that is used to validate the requirement or control. • -. The control is not applicable.
Methods	The evaluation method (or methods) used to assess the requirement. • **I**. Interview. • **E**. Examine. • **T**. Testing. • -. The control is not applicable.
Tailored	The tailored control that modifies the control set. • **In**. The control was tailored in. • **Out**. The control was tailored out. • - . The control was not affected from tailoring.
Overlays	The controls included or excluded from the controls already in the baseline. • **In**. The control was added in to the controls in the baseline. • **Out**. The control was removed from the controls in the baseline. • - . The control was not affected from overlay(s).
Result	The summarized result for the test procedures that cover the requirement/control. • **Met** - Requirement fully satisfied. • **Not Met** - Requirement not satisfied. • **Not Applicable** - Requirement not applicable.
Notes	Identifies the factor, and the basis for; any tailoring of controls from the NIST 800-53 w/ DHS 4300A Rev 4 baseline or organizational overlay that was used for the system.

2. Requirements Traceability Matrix

Control Ref.	Security Req./ Control	Security Category	Control Type	Planned Imp.	Actual Imp.	Test #(s)	Methods			Tailored		Result	Notes
							I	E	T	IN	OUT		

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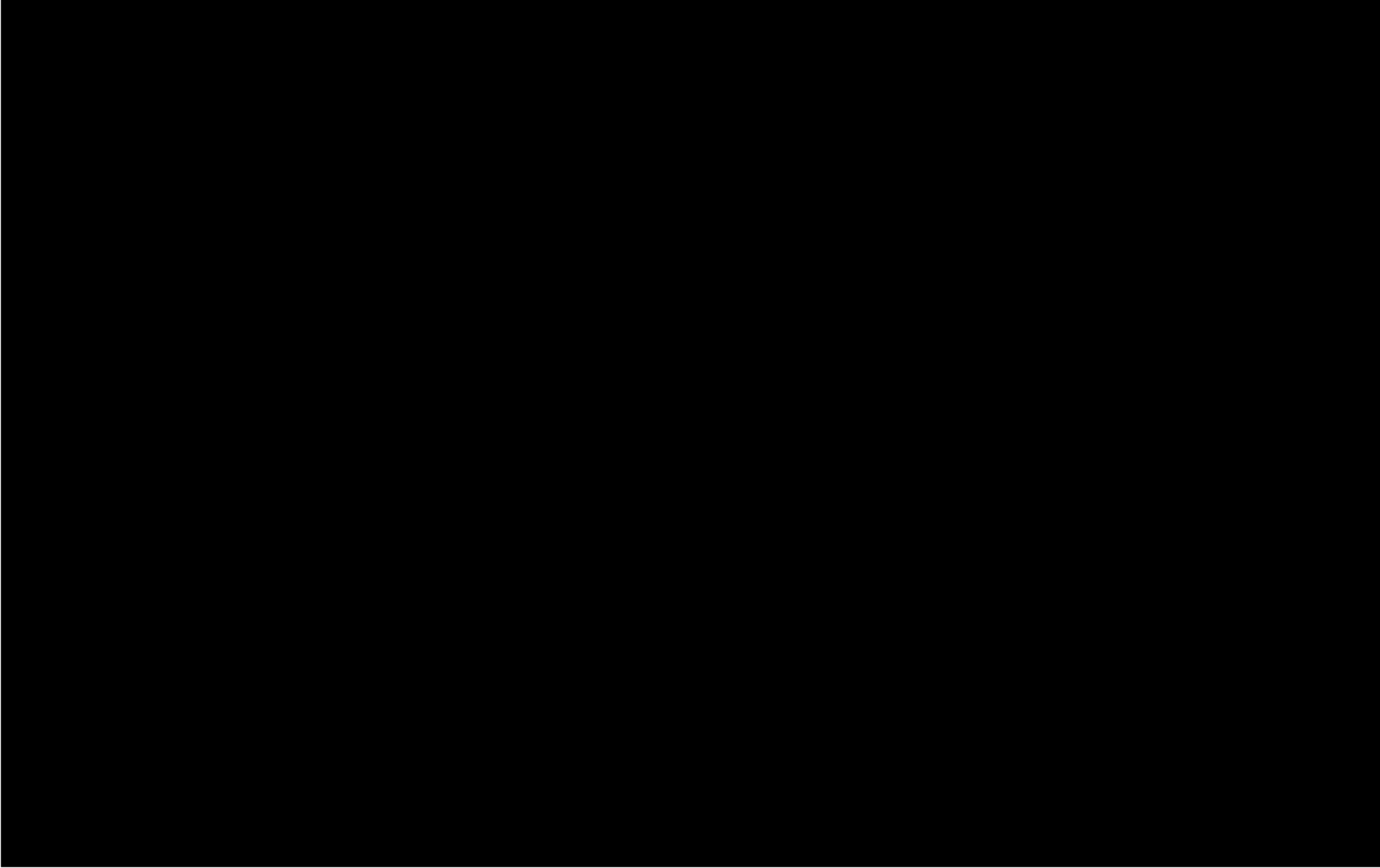(b) (2), (b) (7)(E)

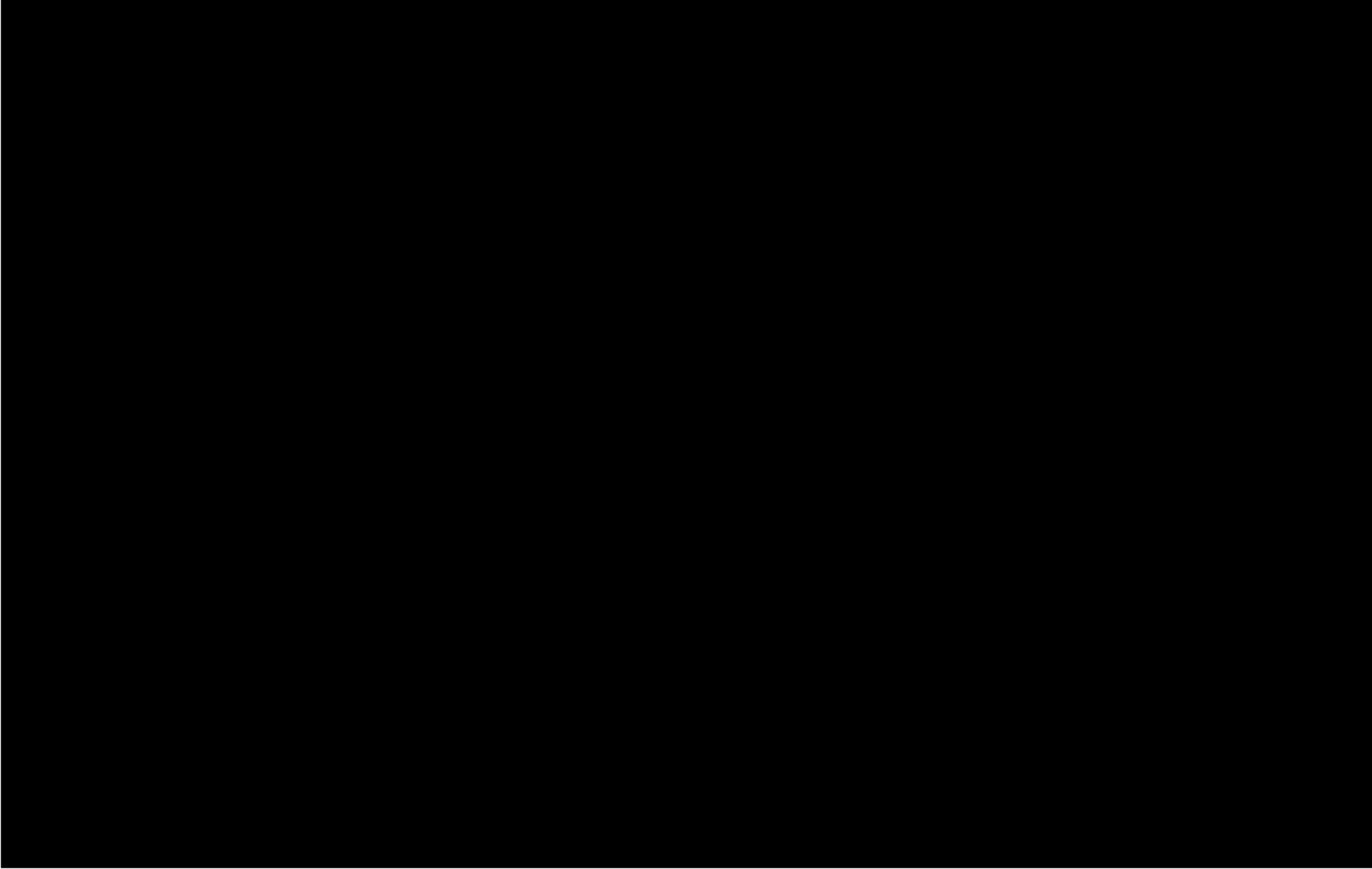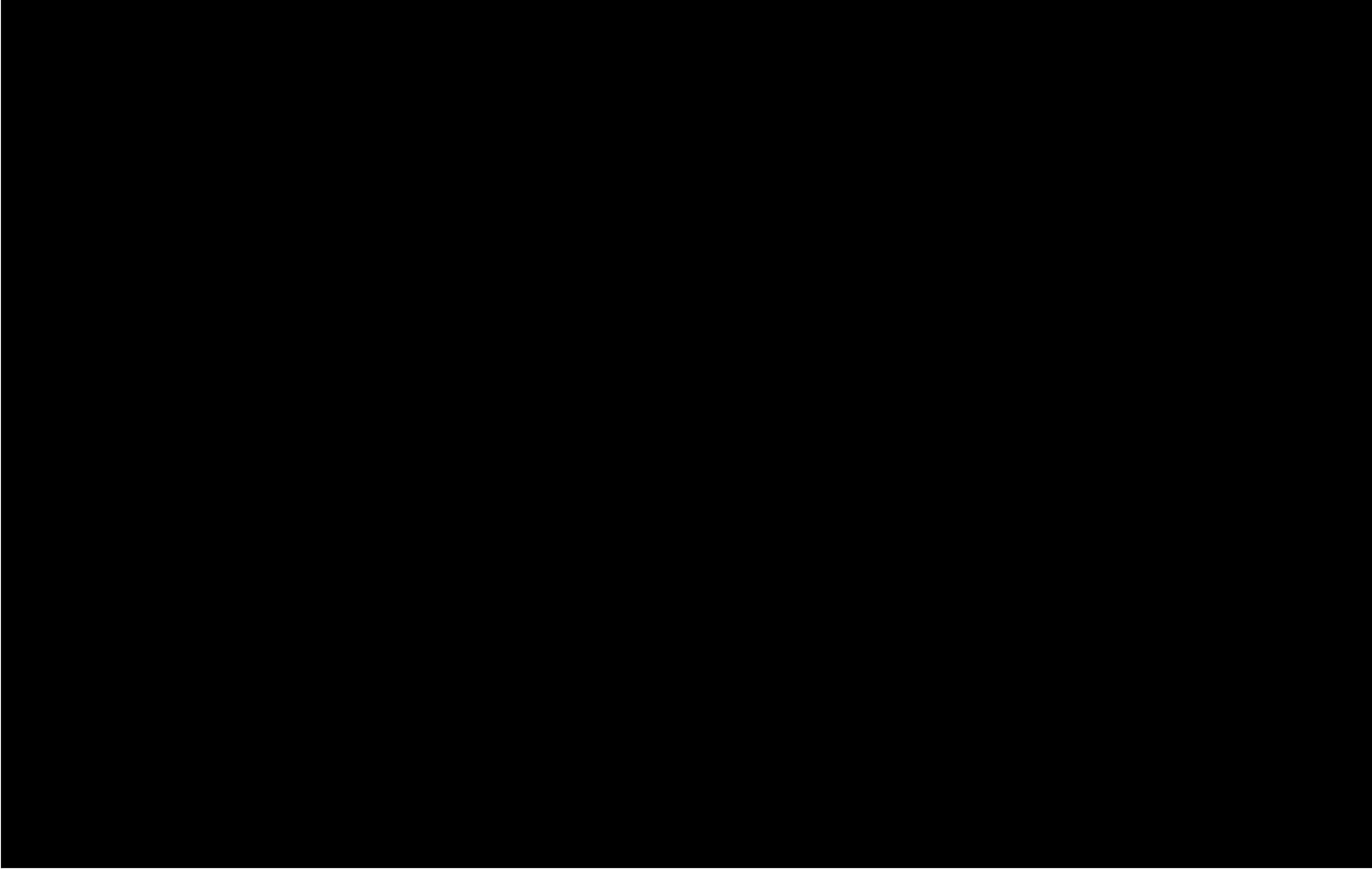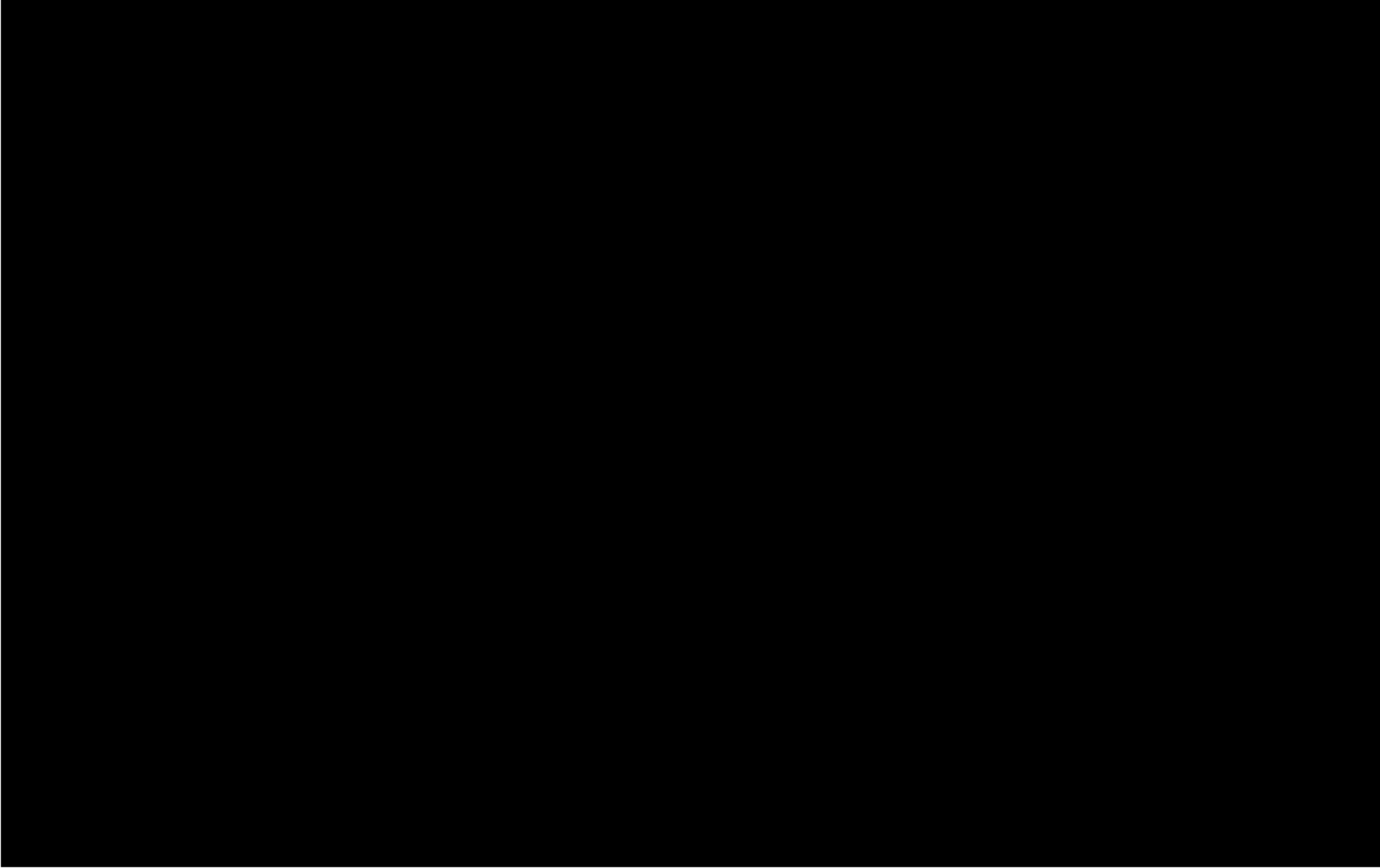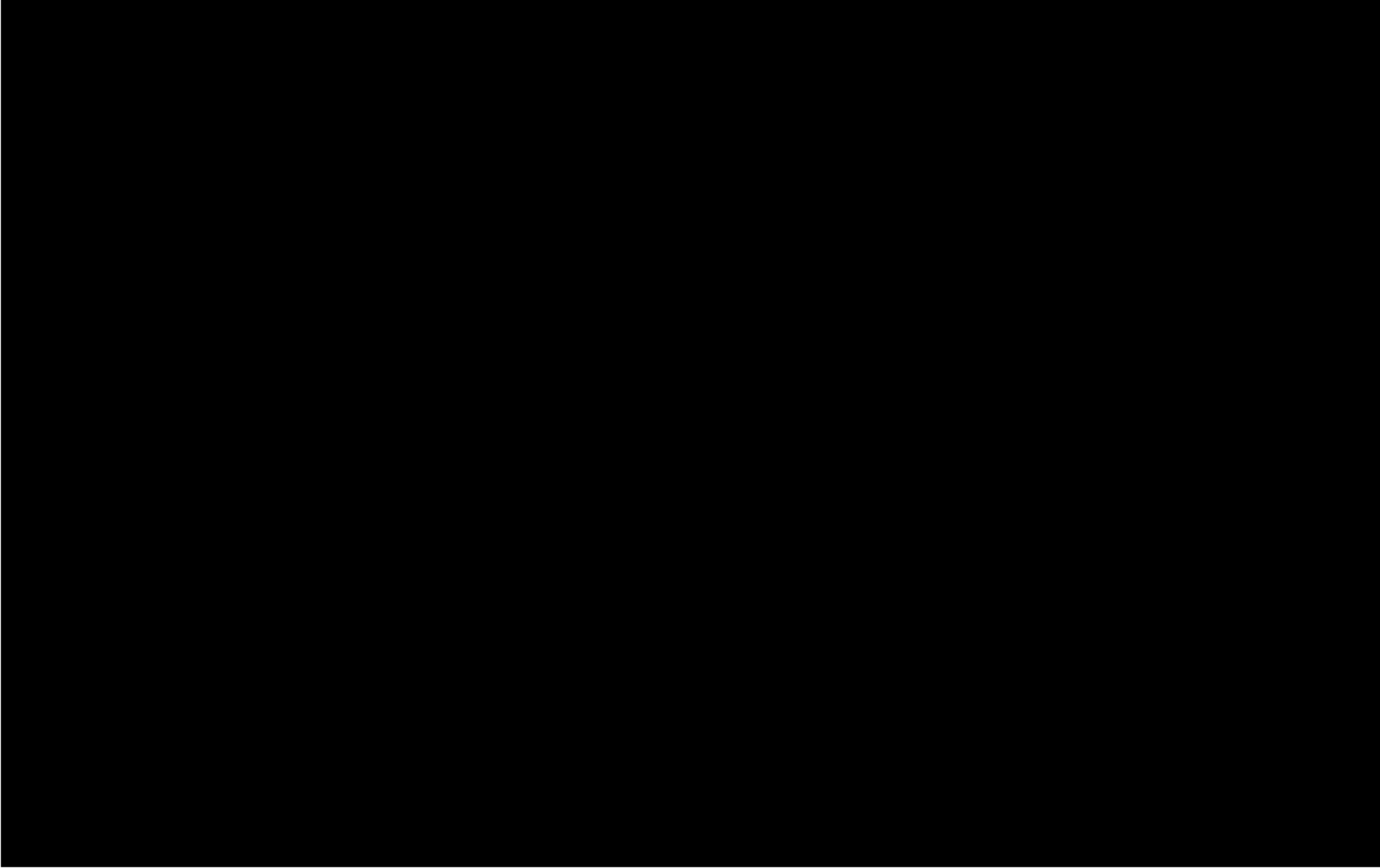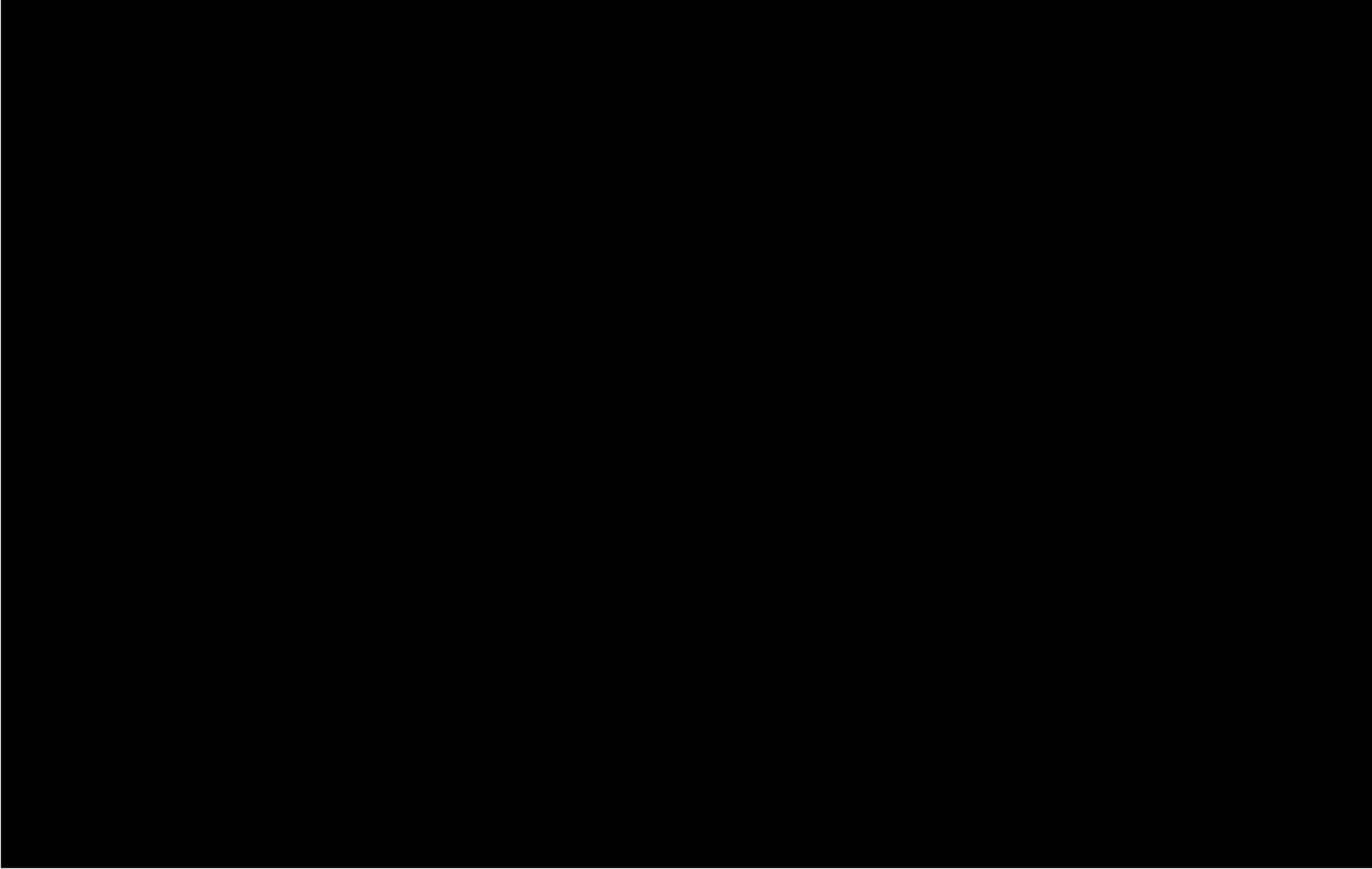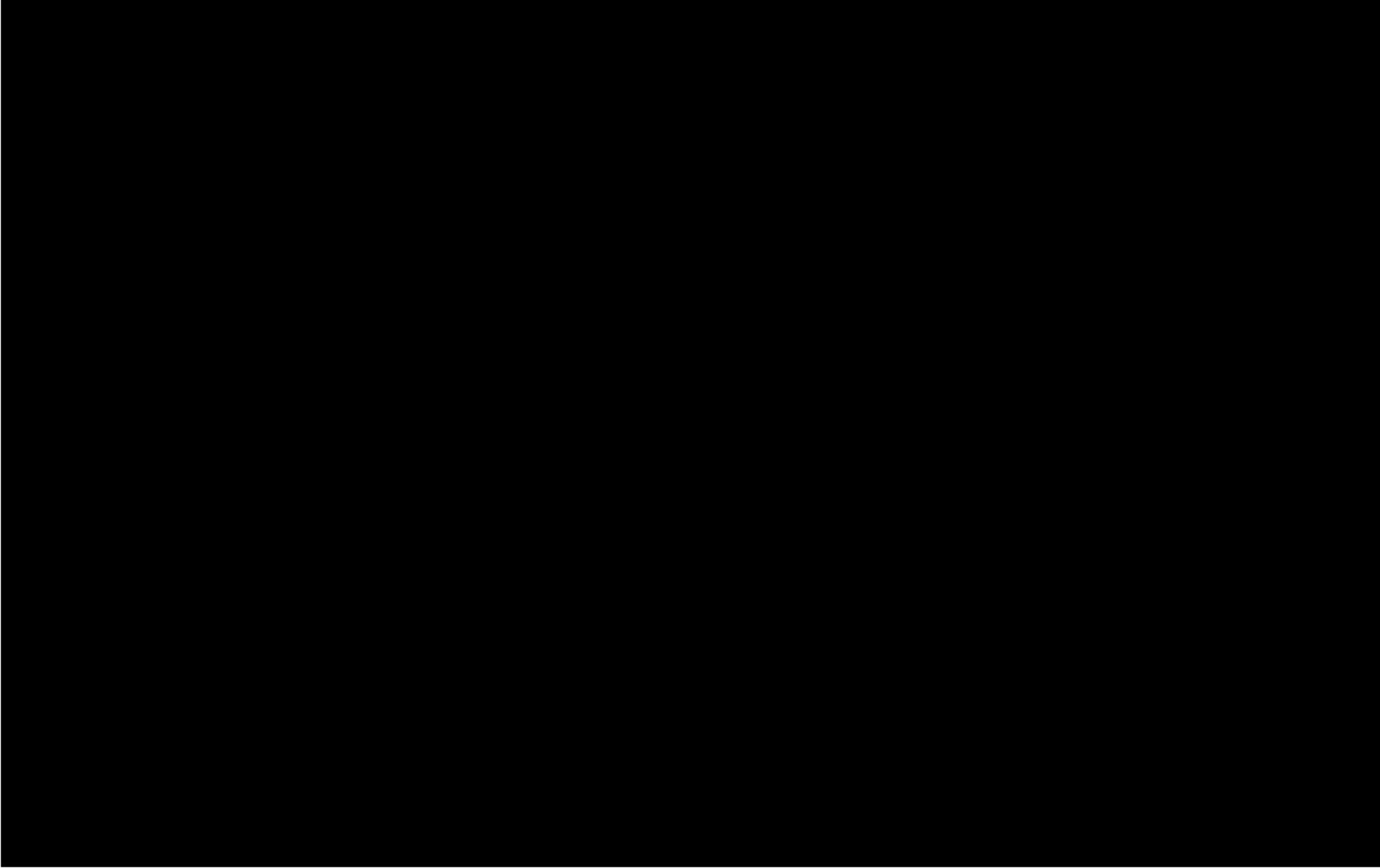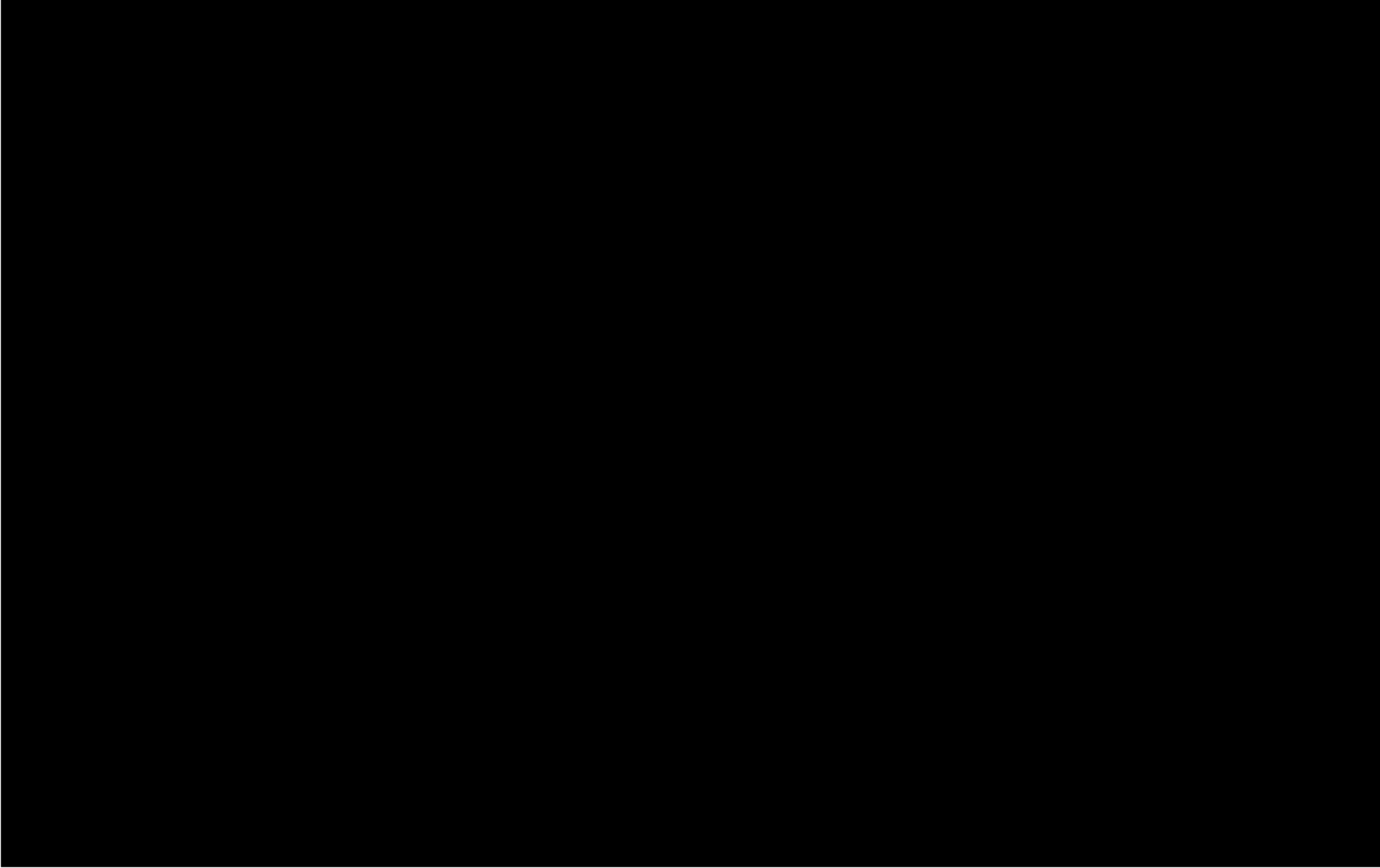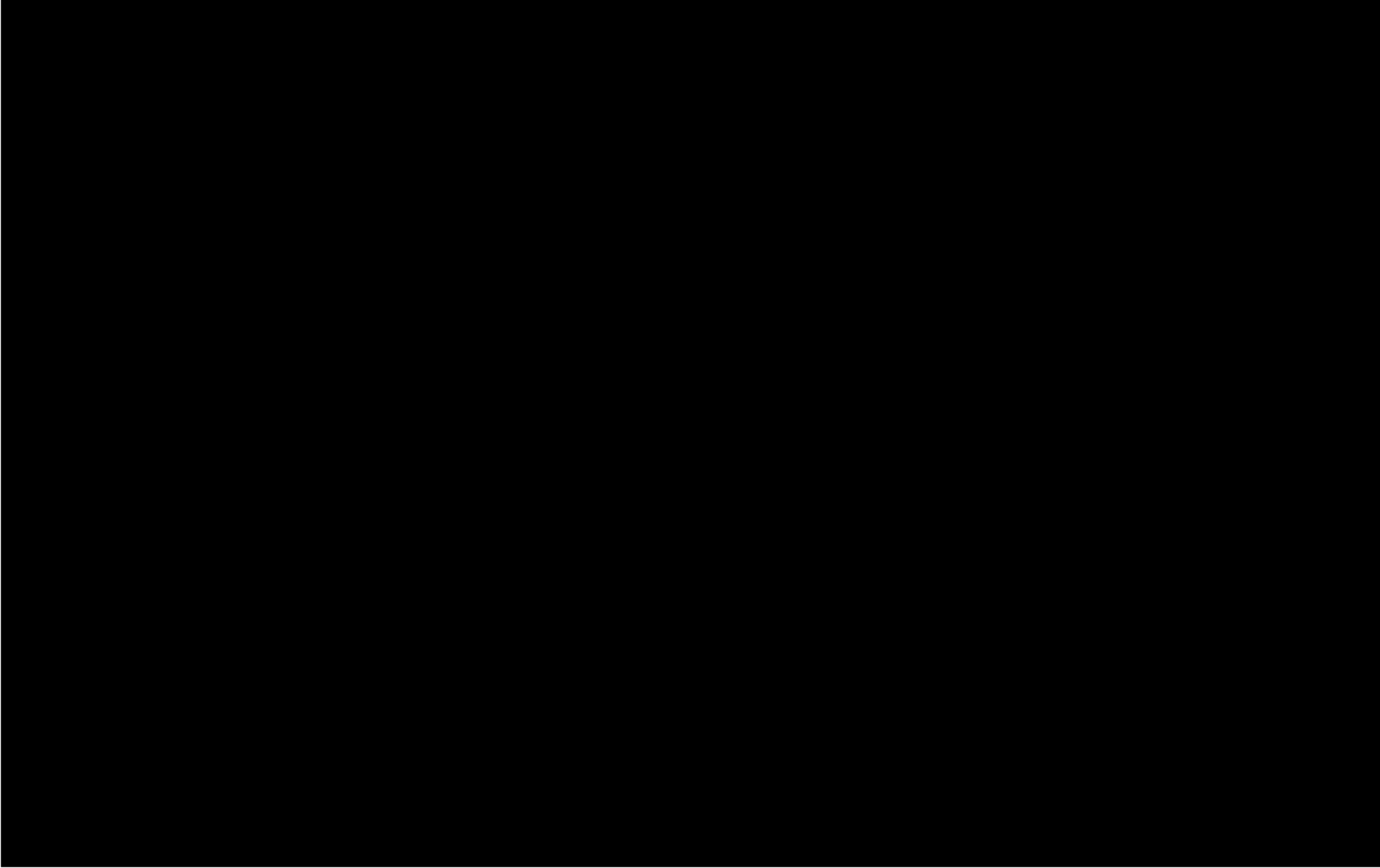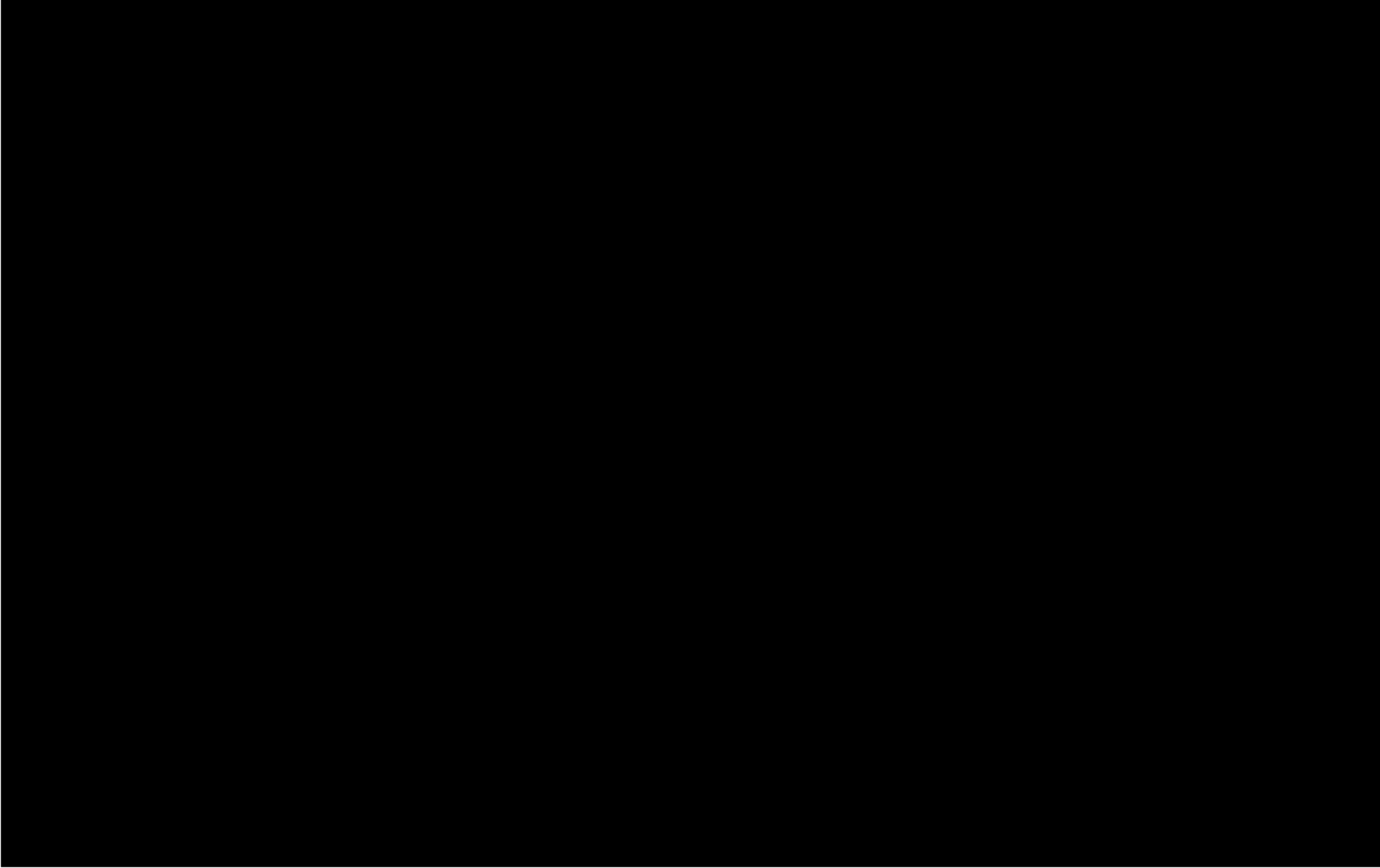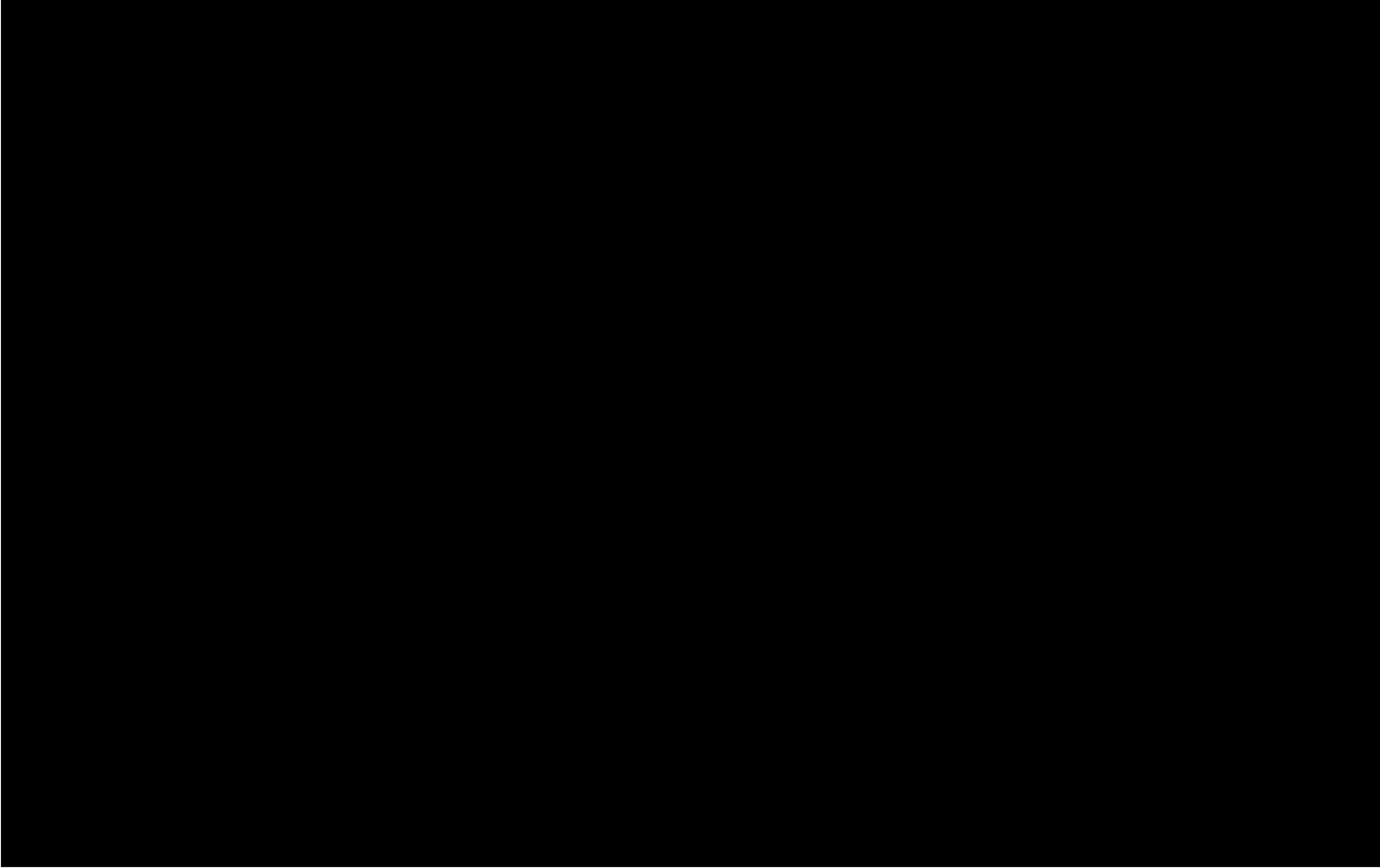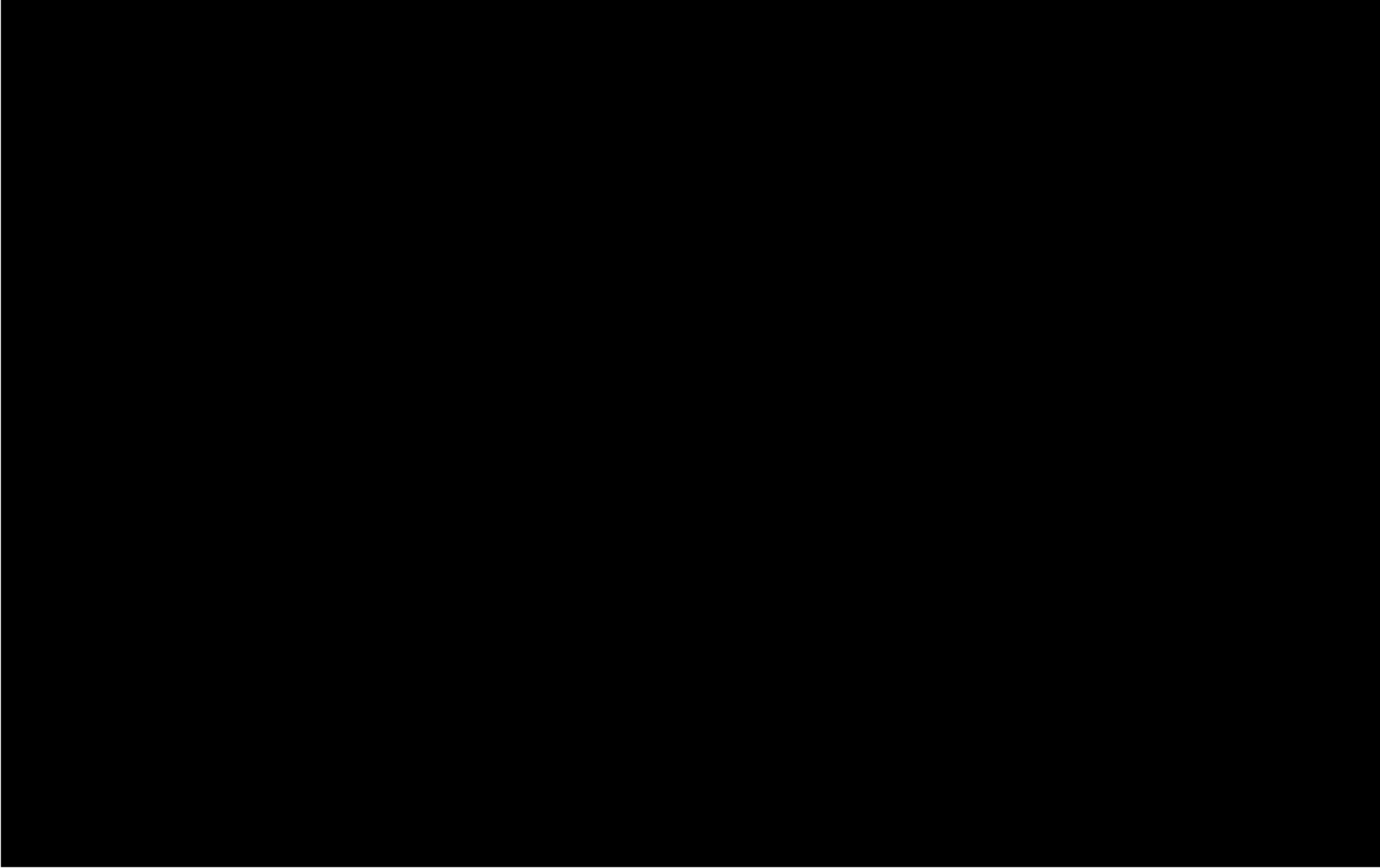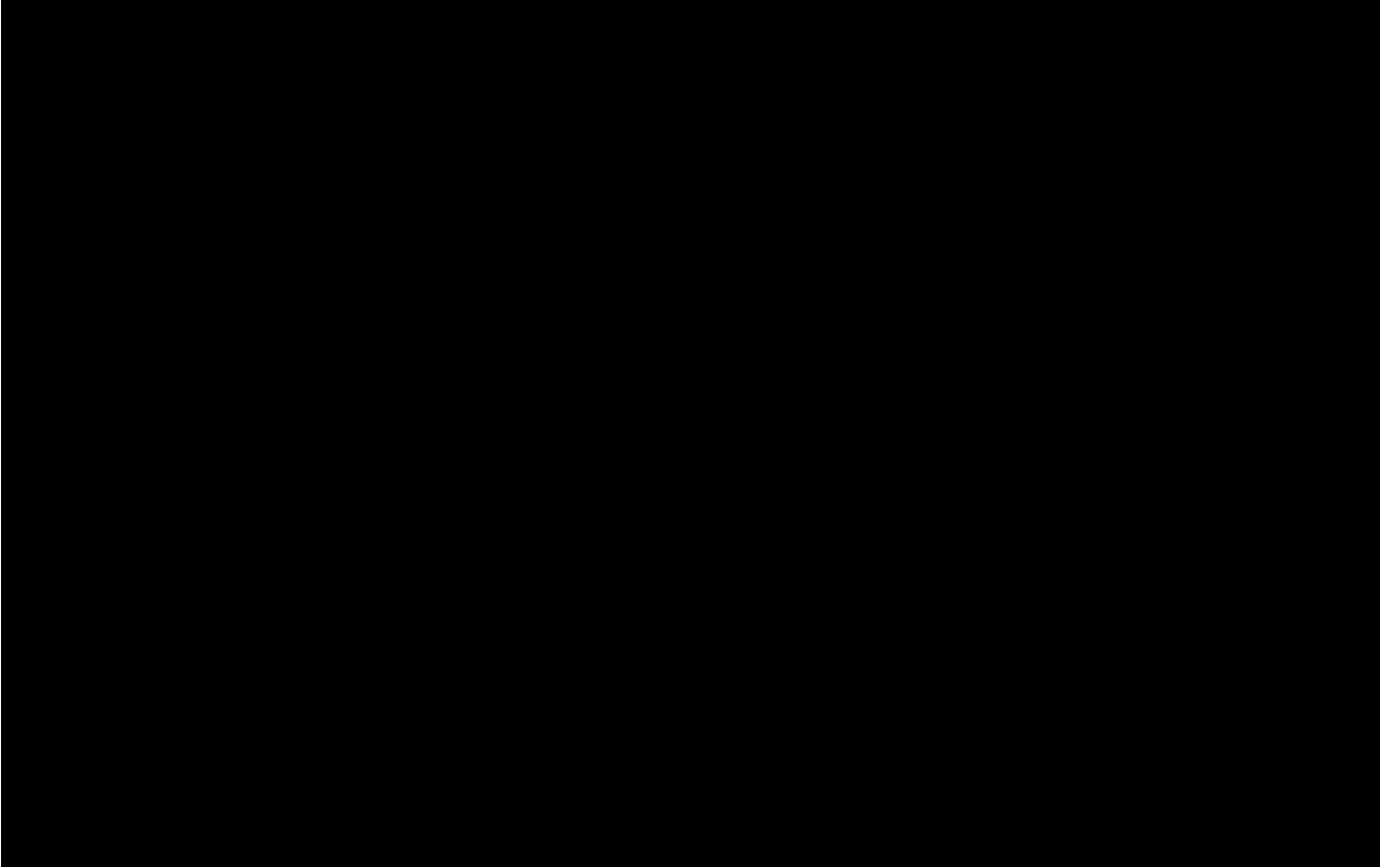(b) (2), (b) (7)(E)

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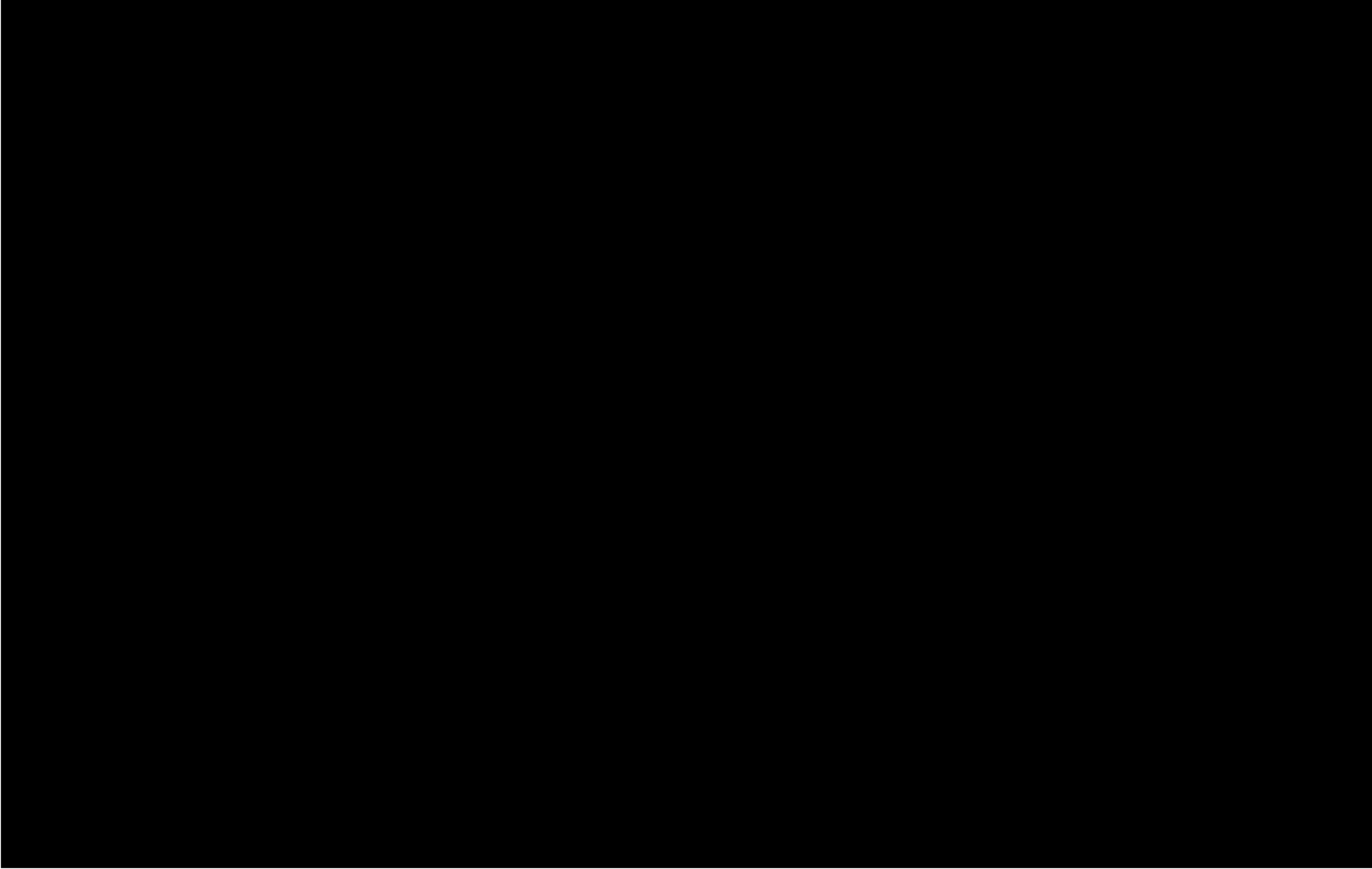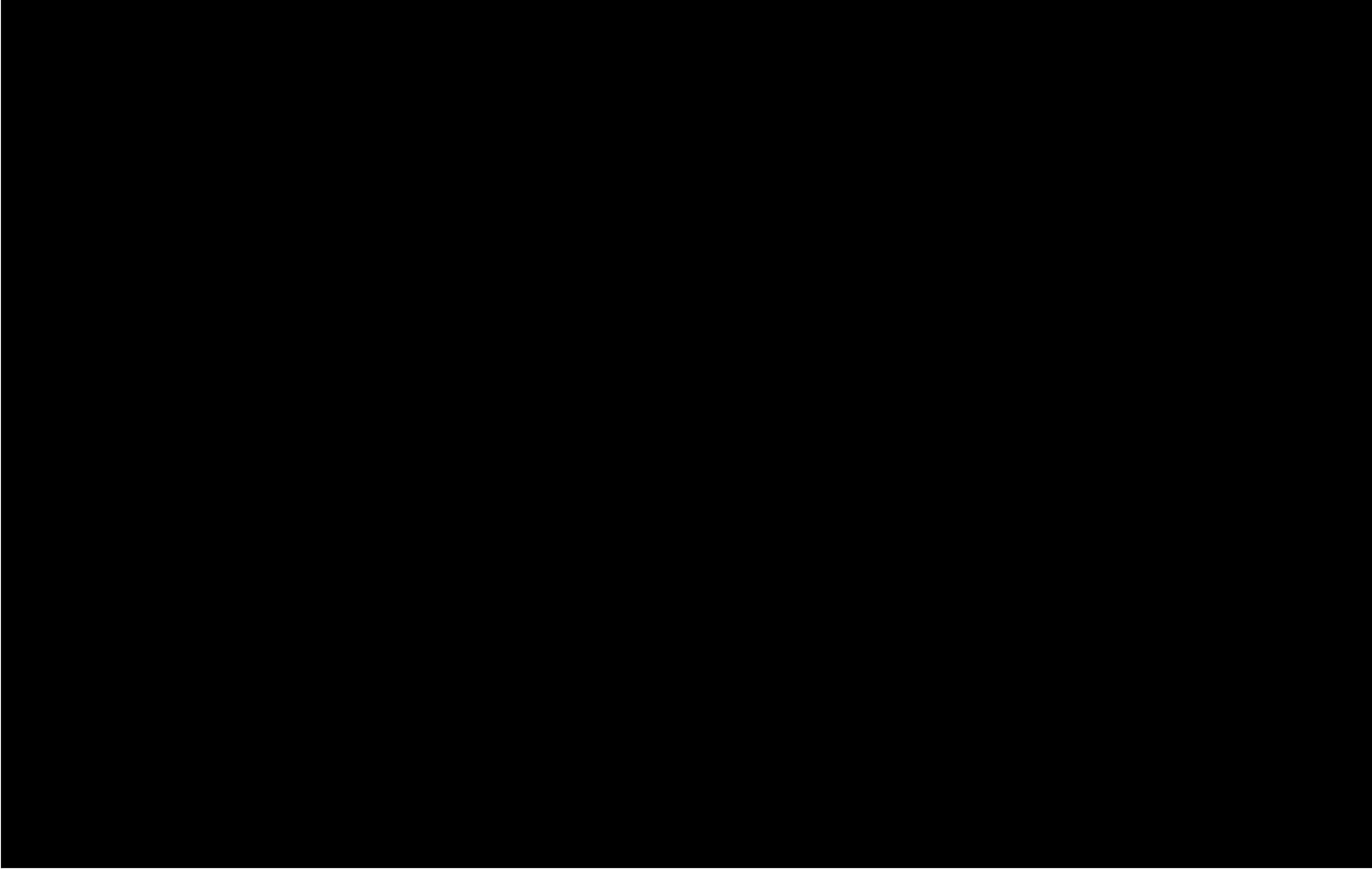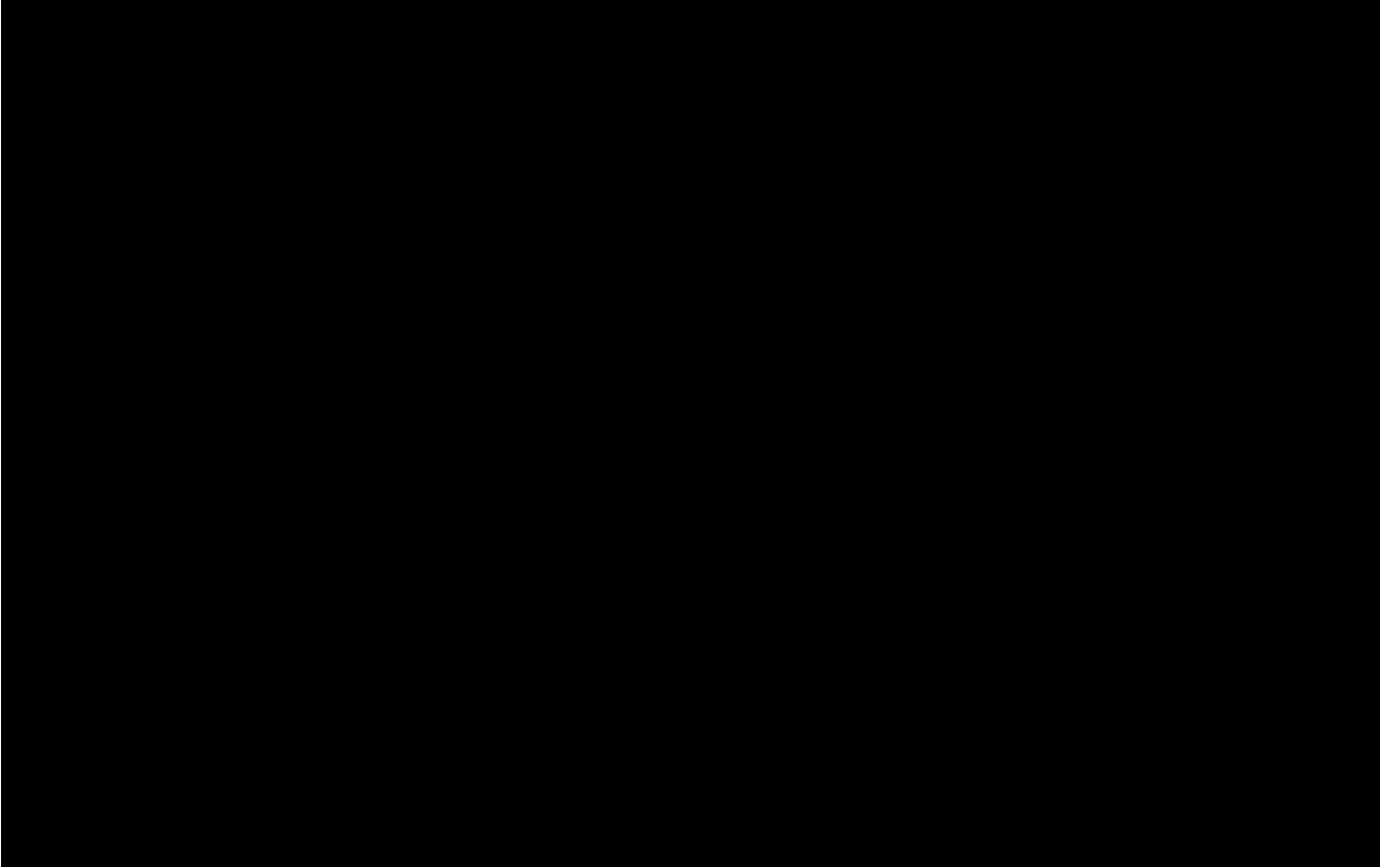(b) (2), (b) (7)(E)

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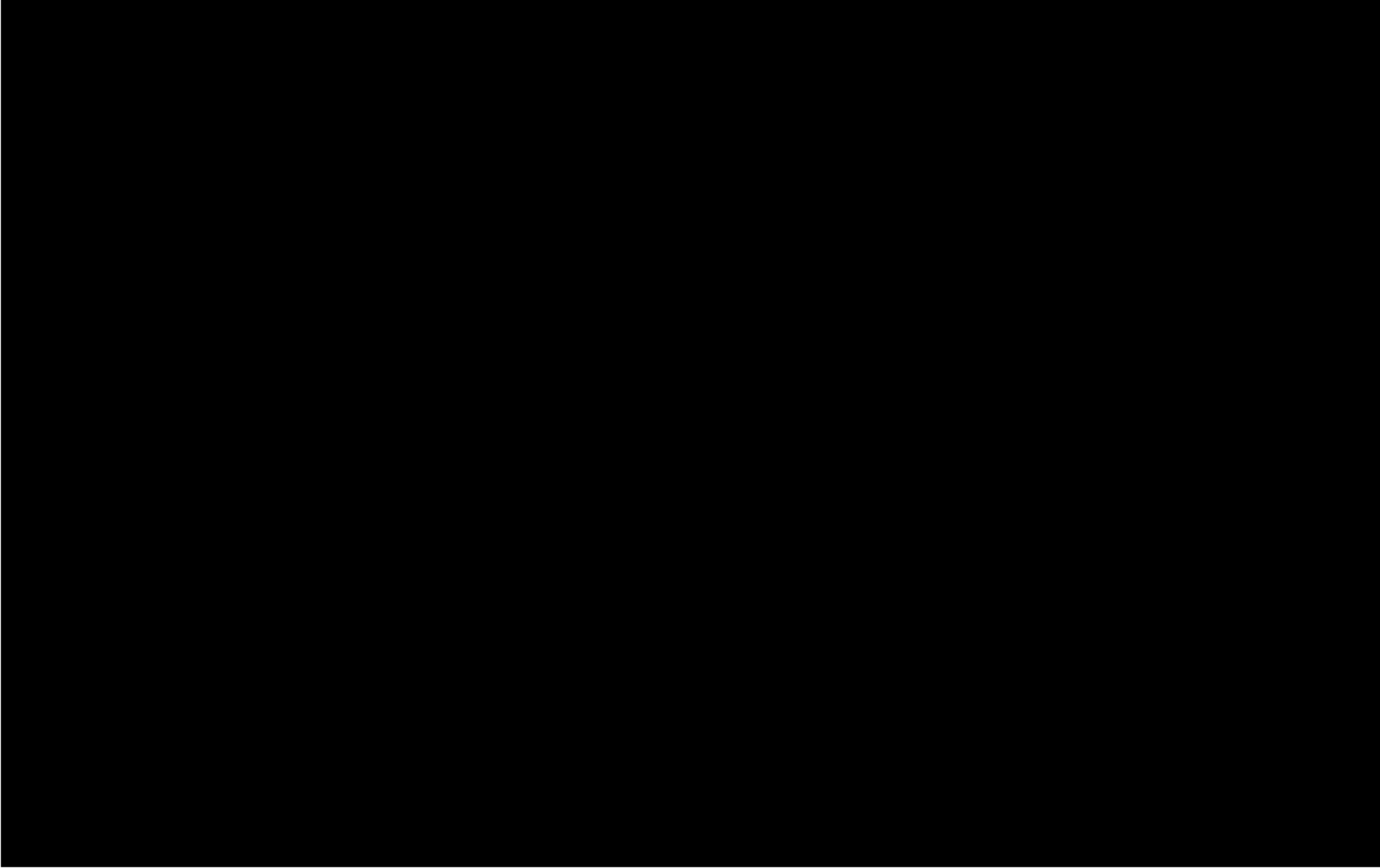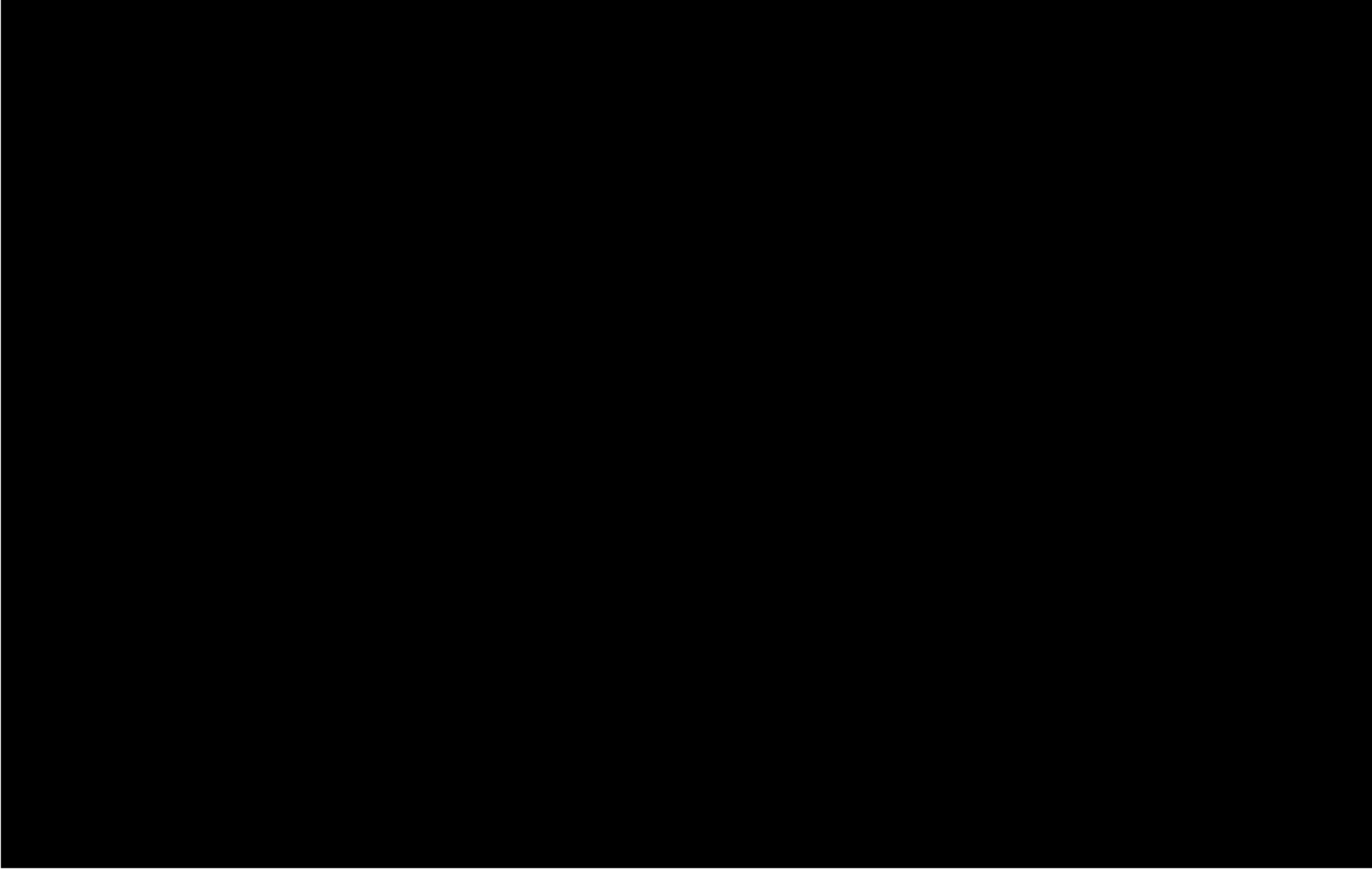(b) (2), (b) (7)(E)

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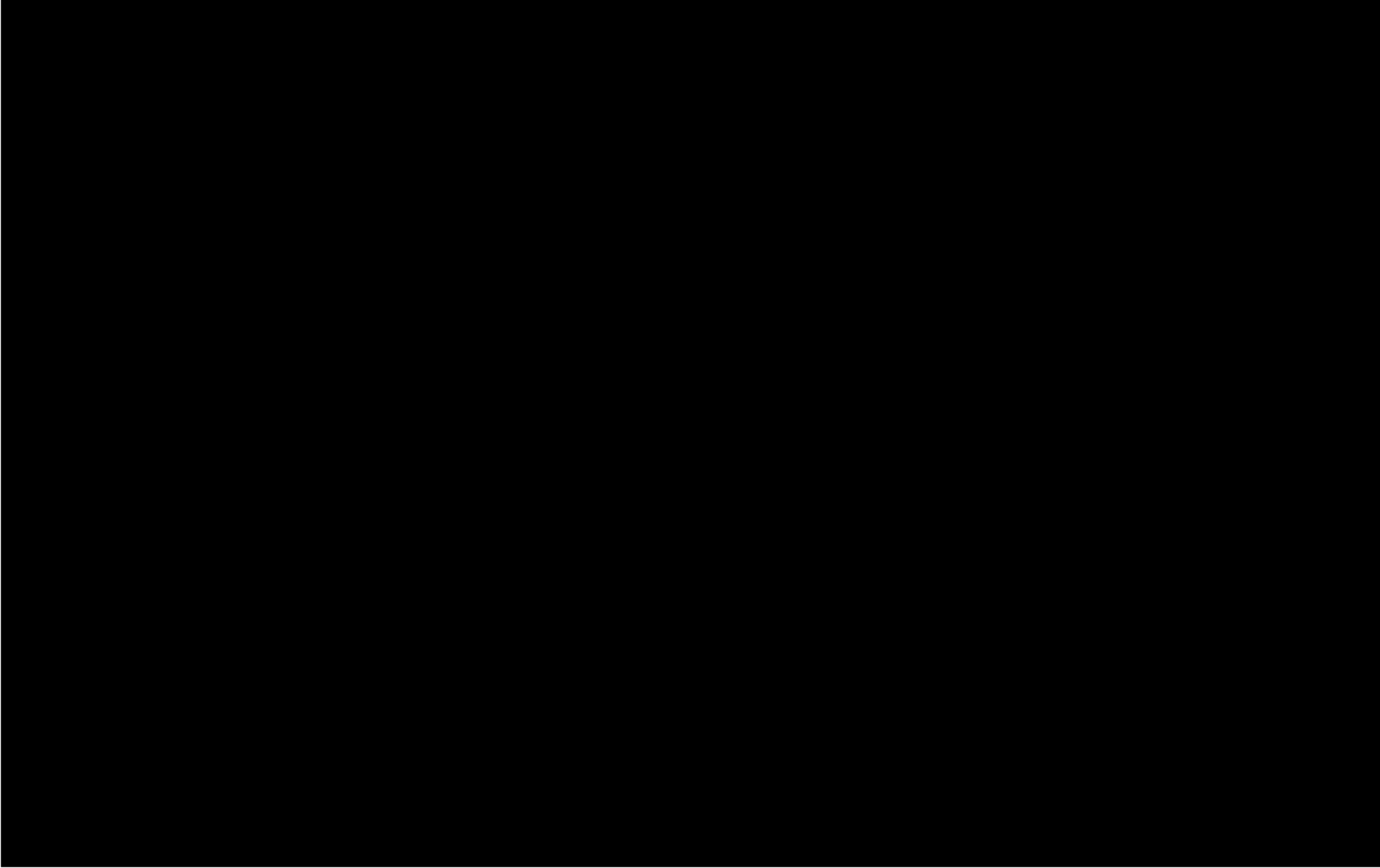(b) (2), (b) (7)(E)

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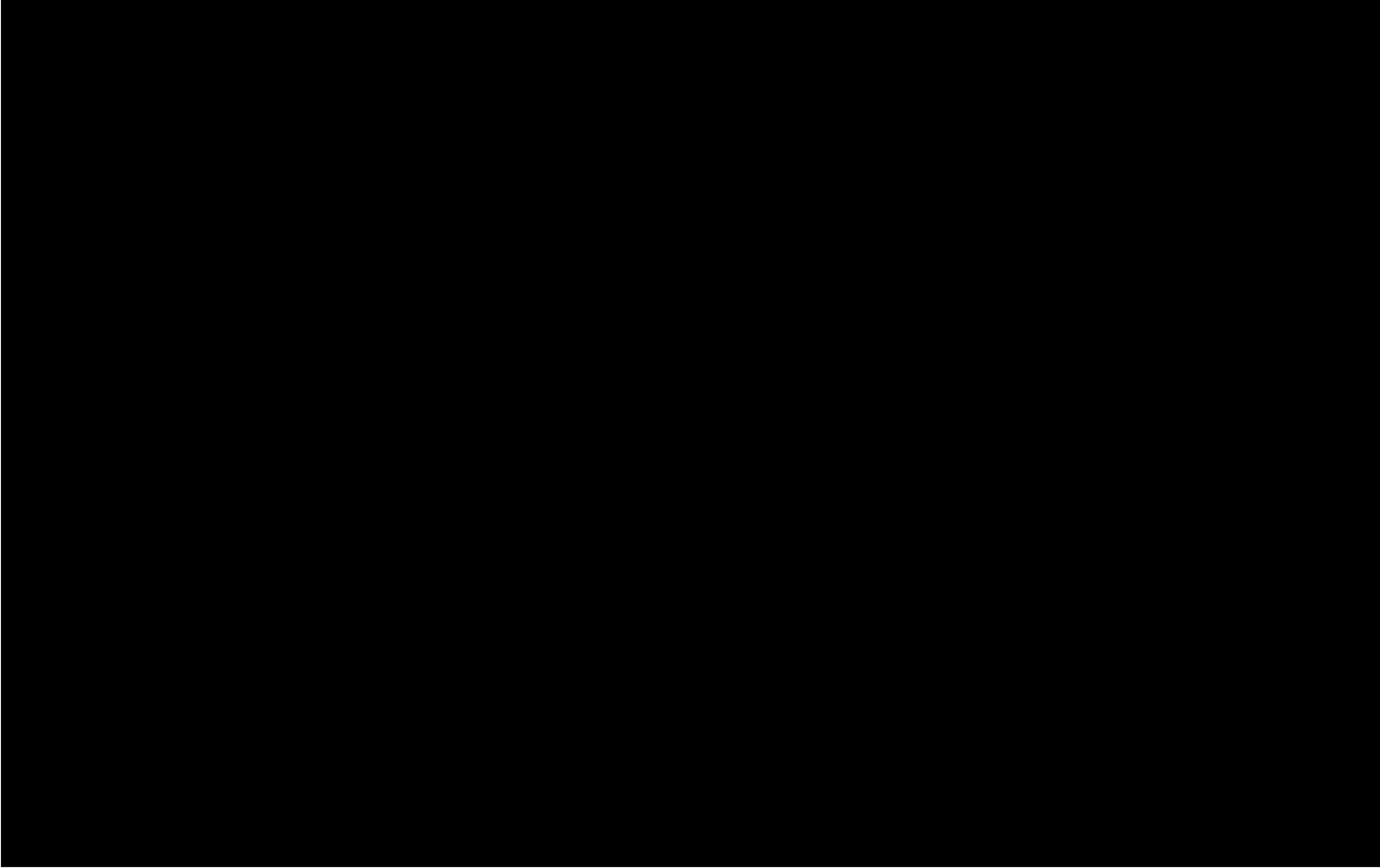(b) (2), (b) (7)(E)

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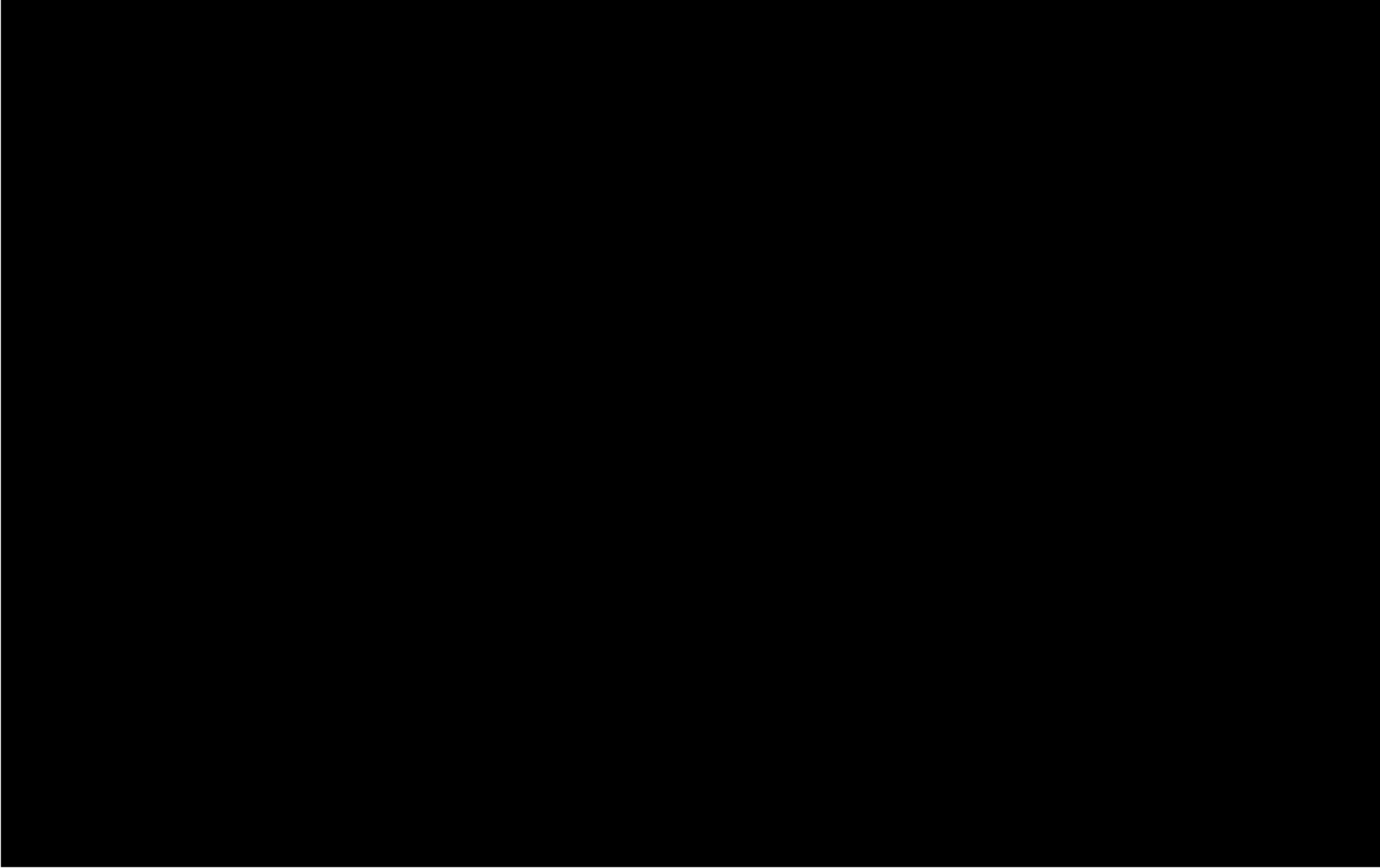(b) (2), (b) (7)(E)

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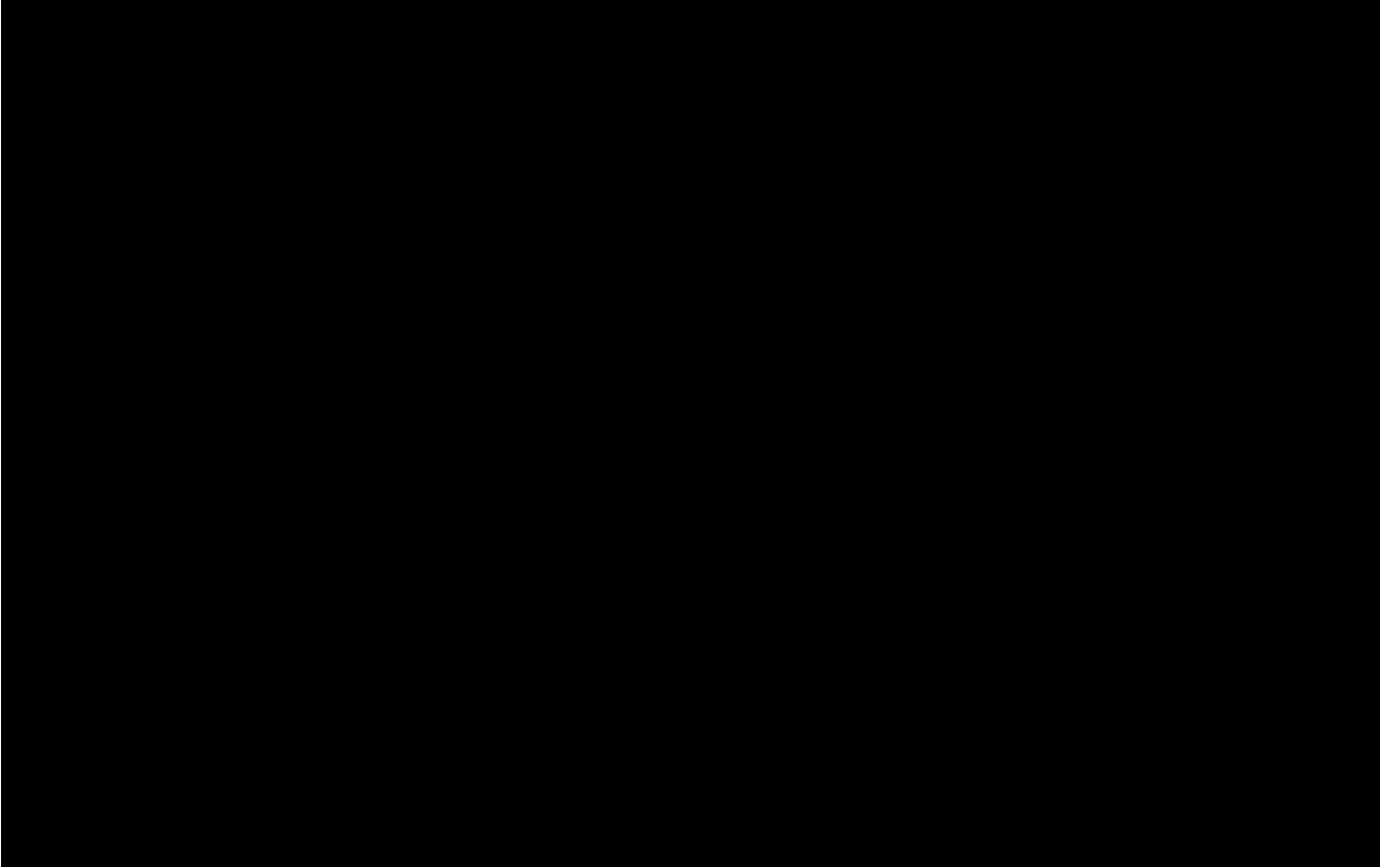(b) (2), (b) (7)(E)

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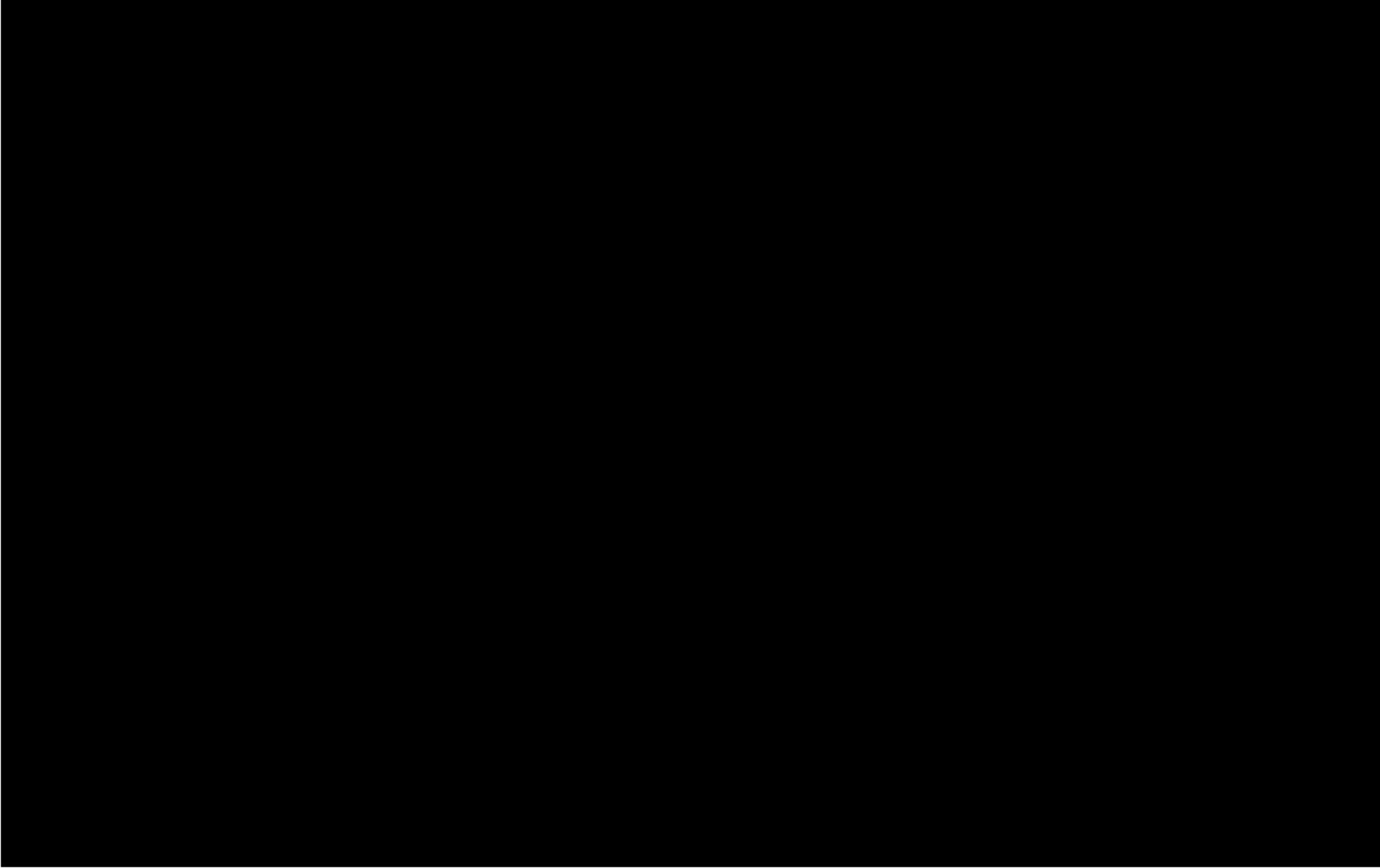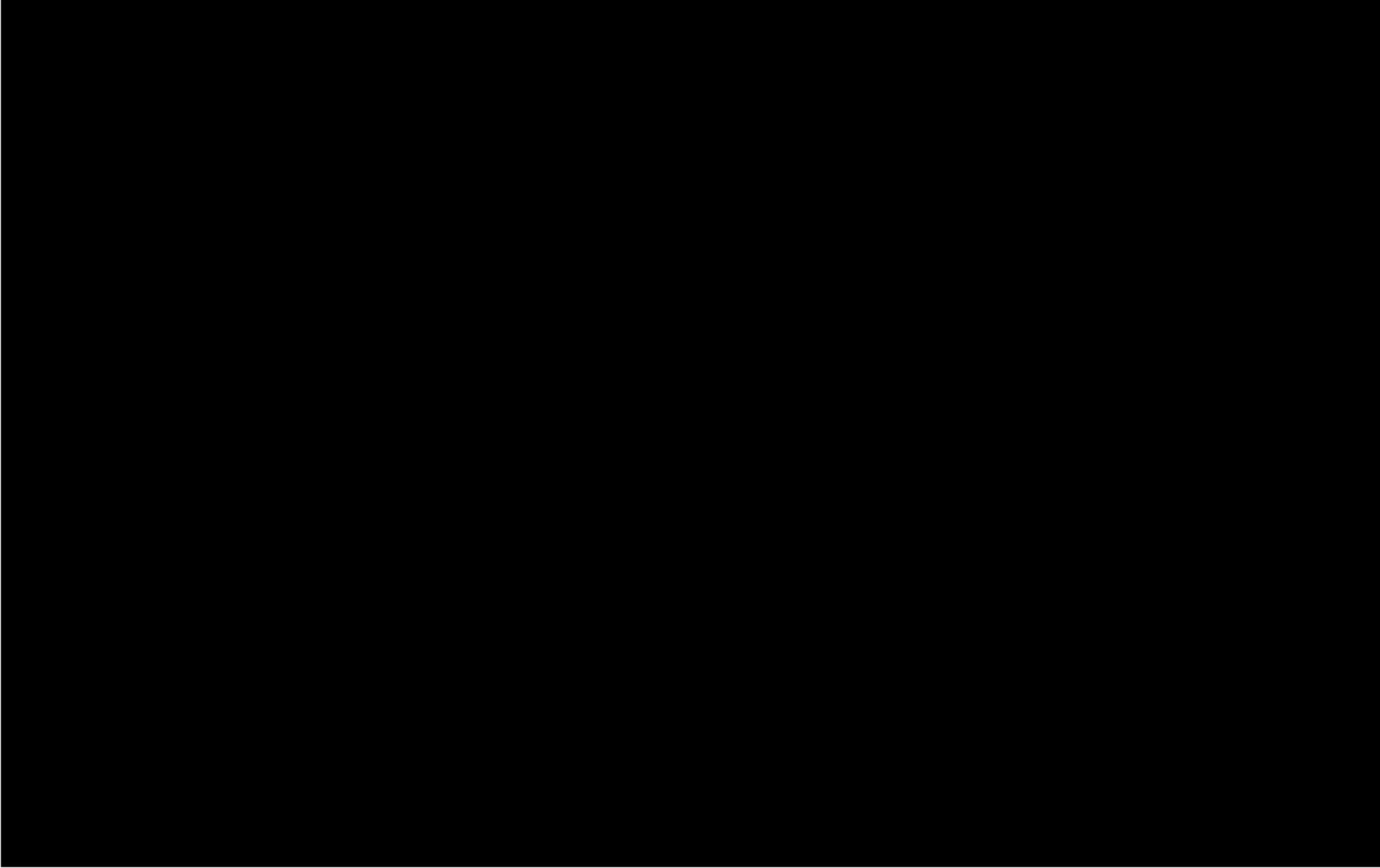(b) (2), (b) (7)(E)

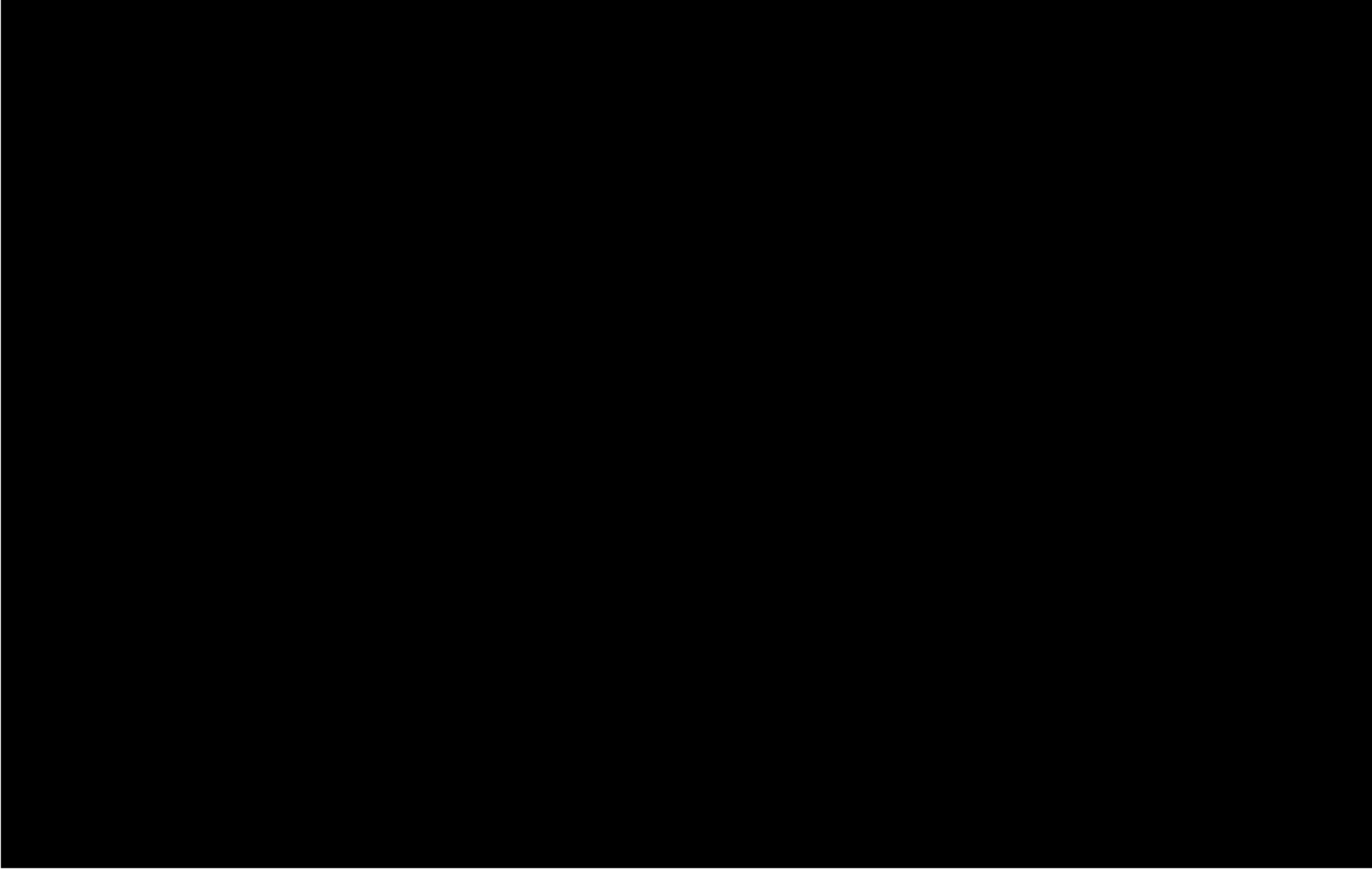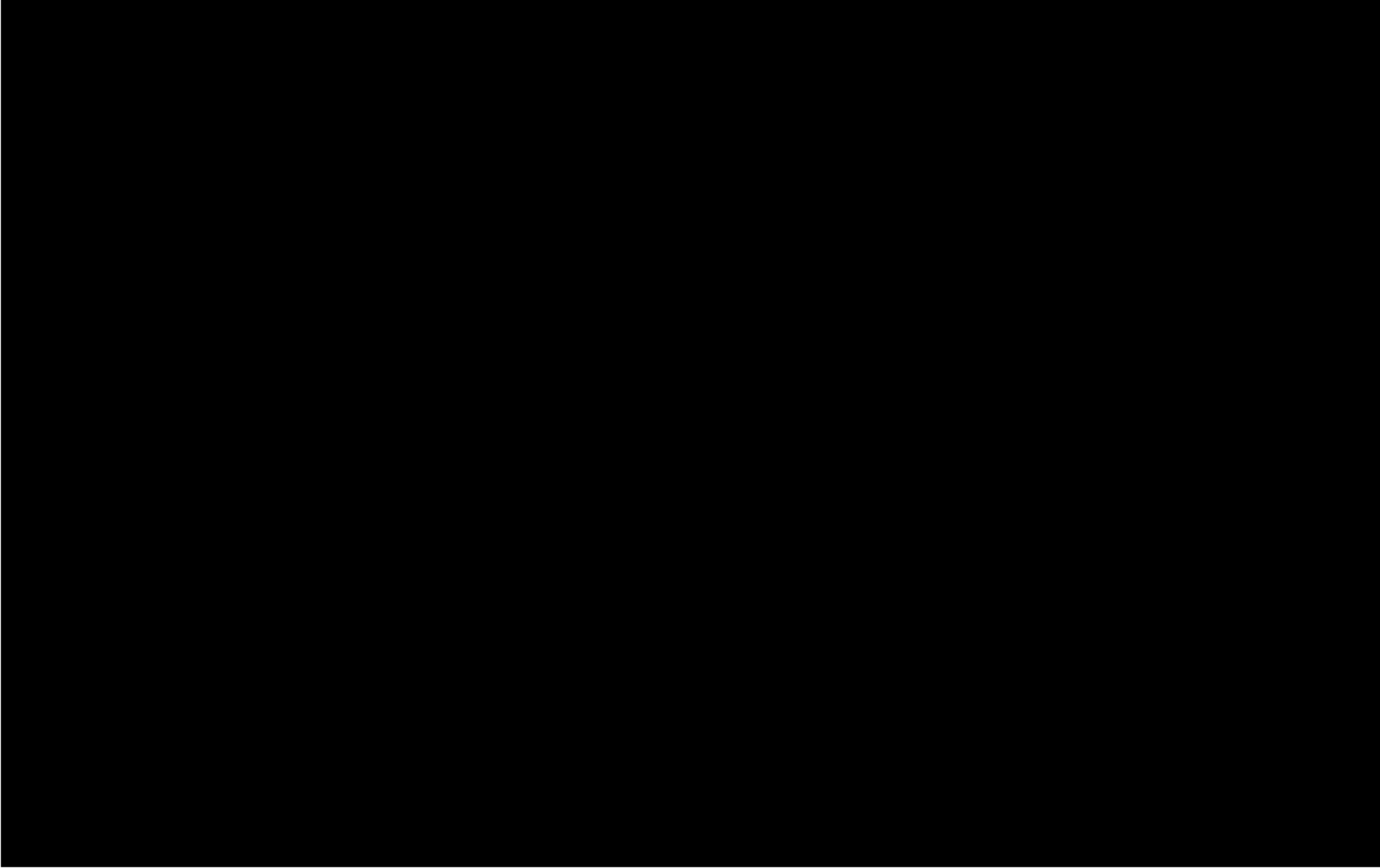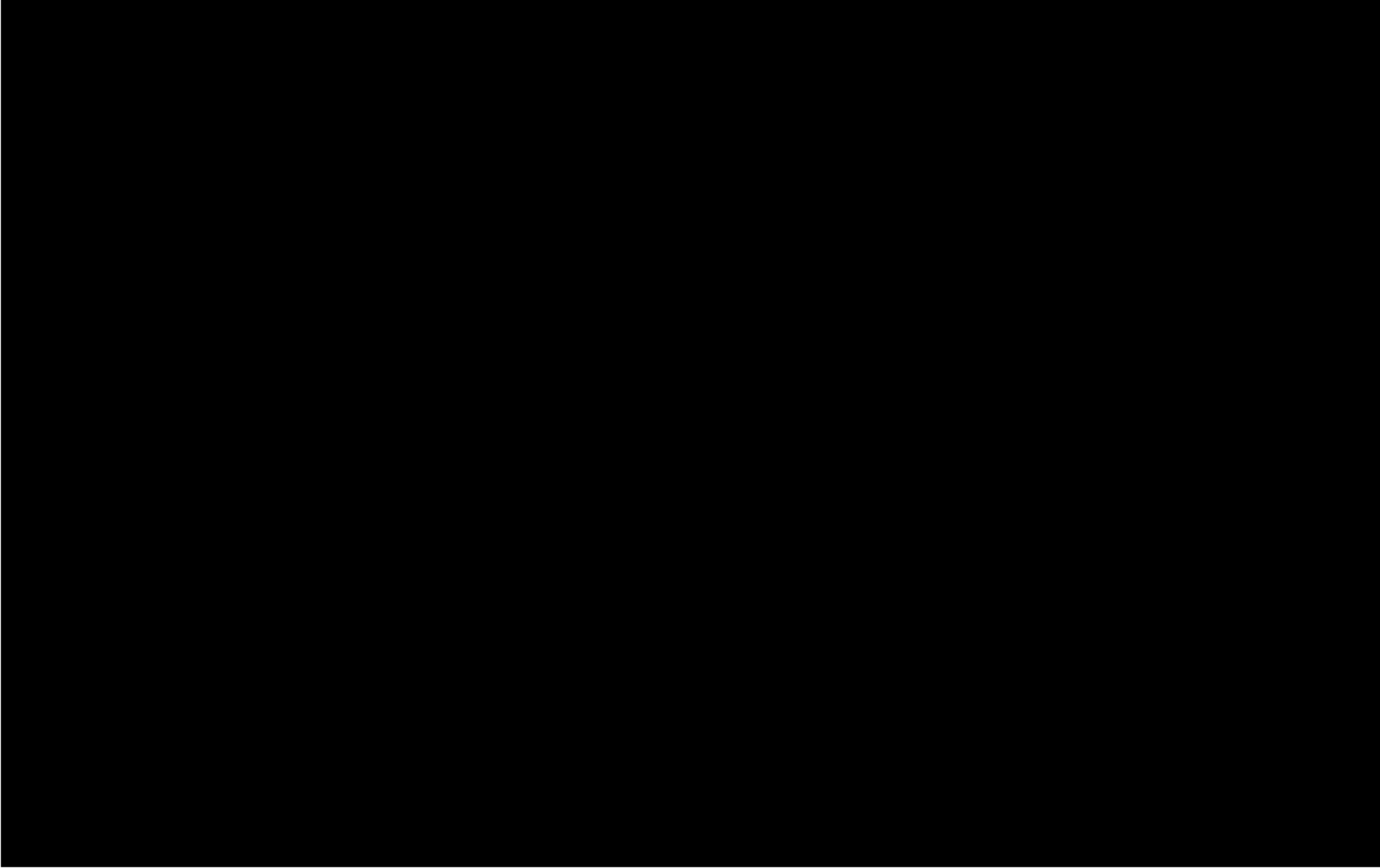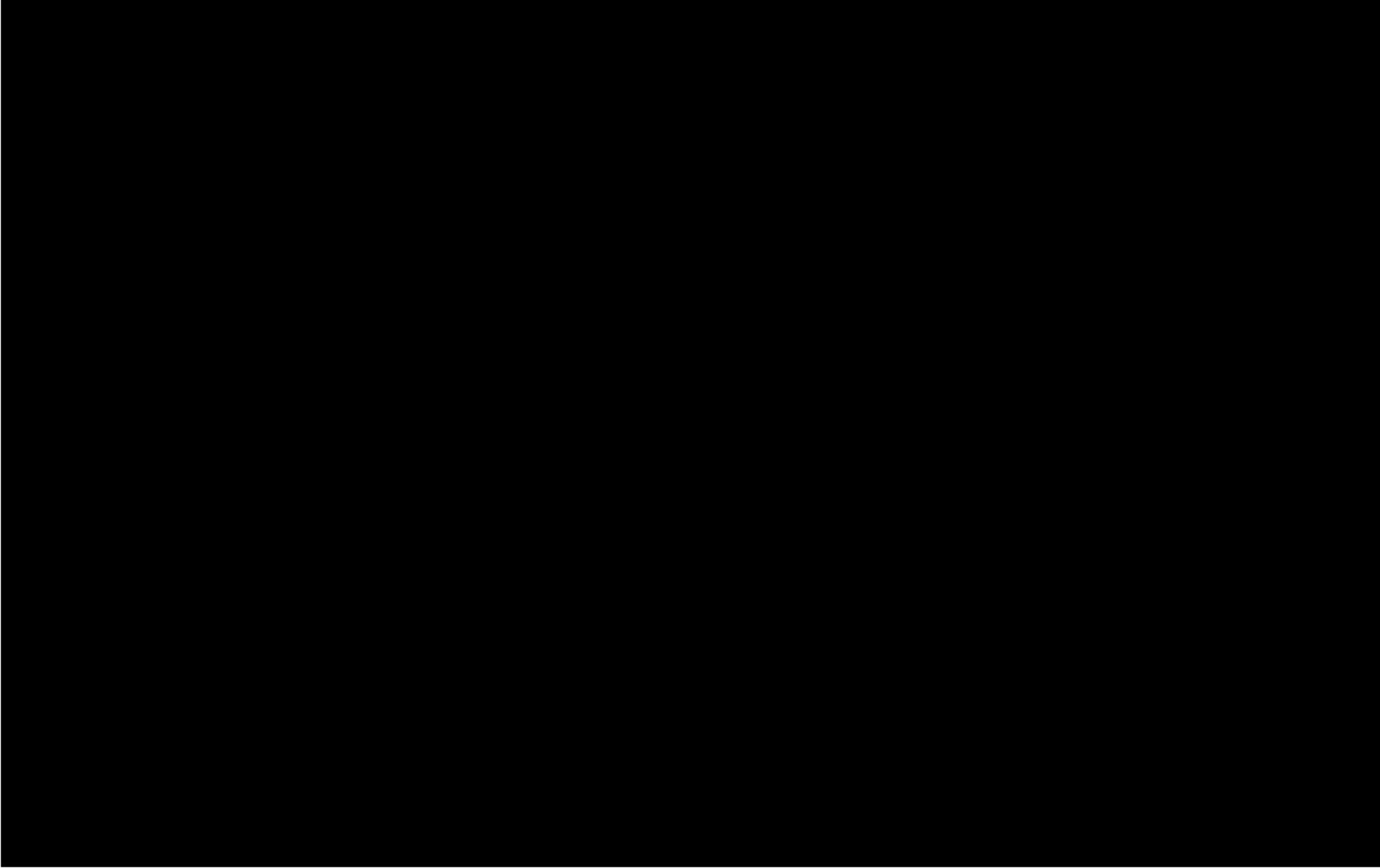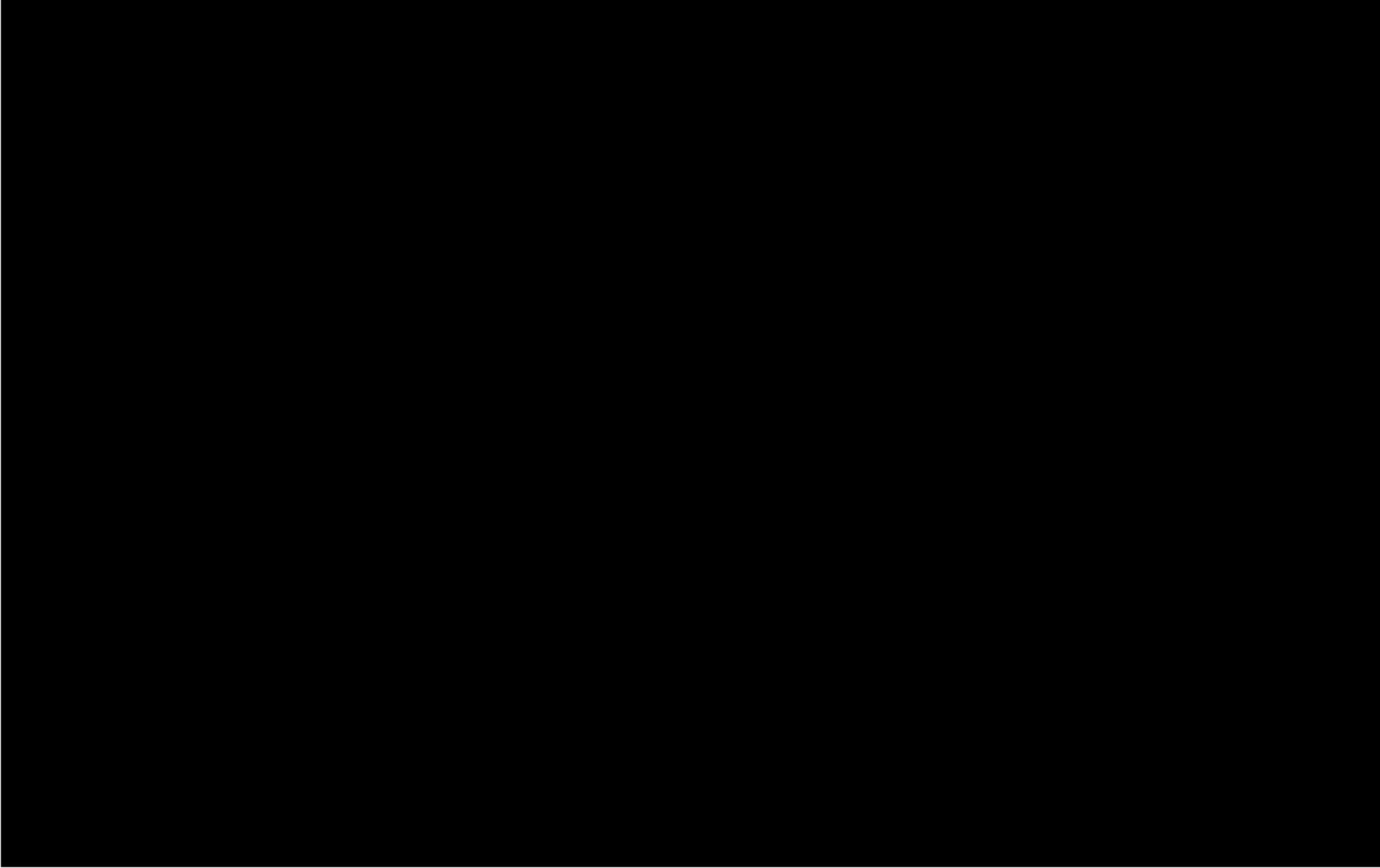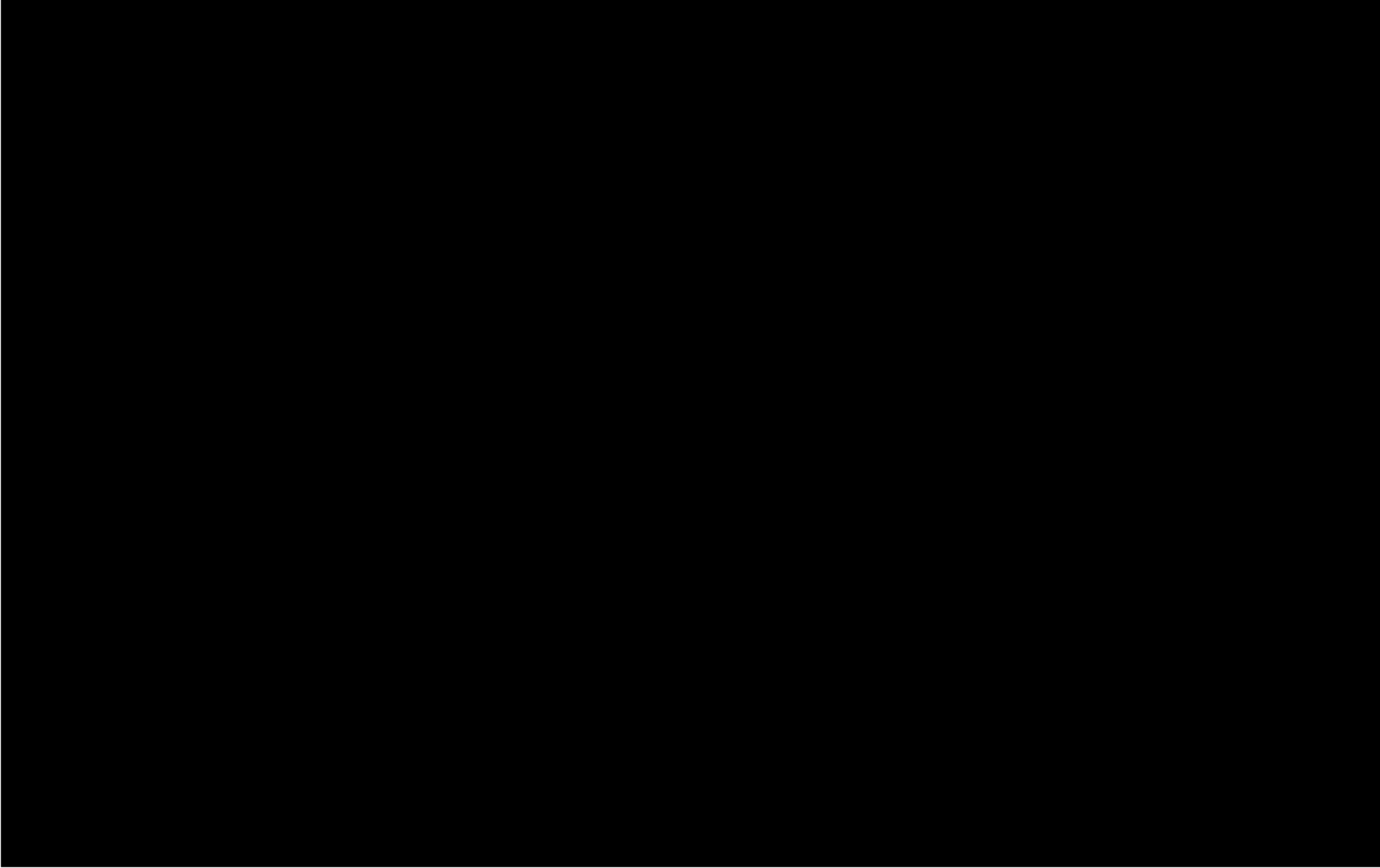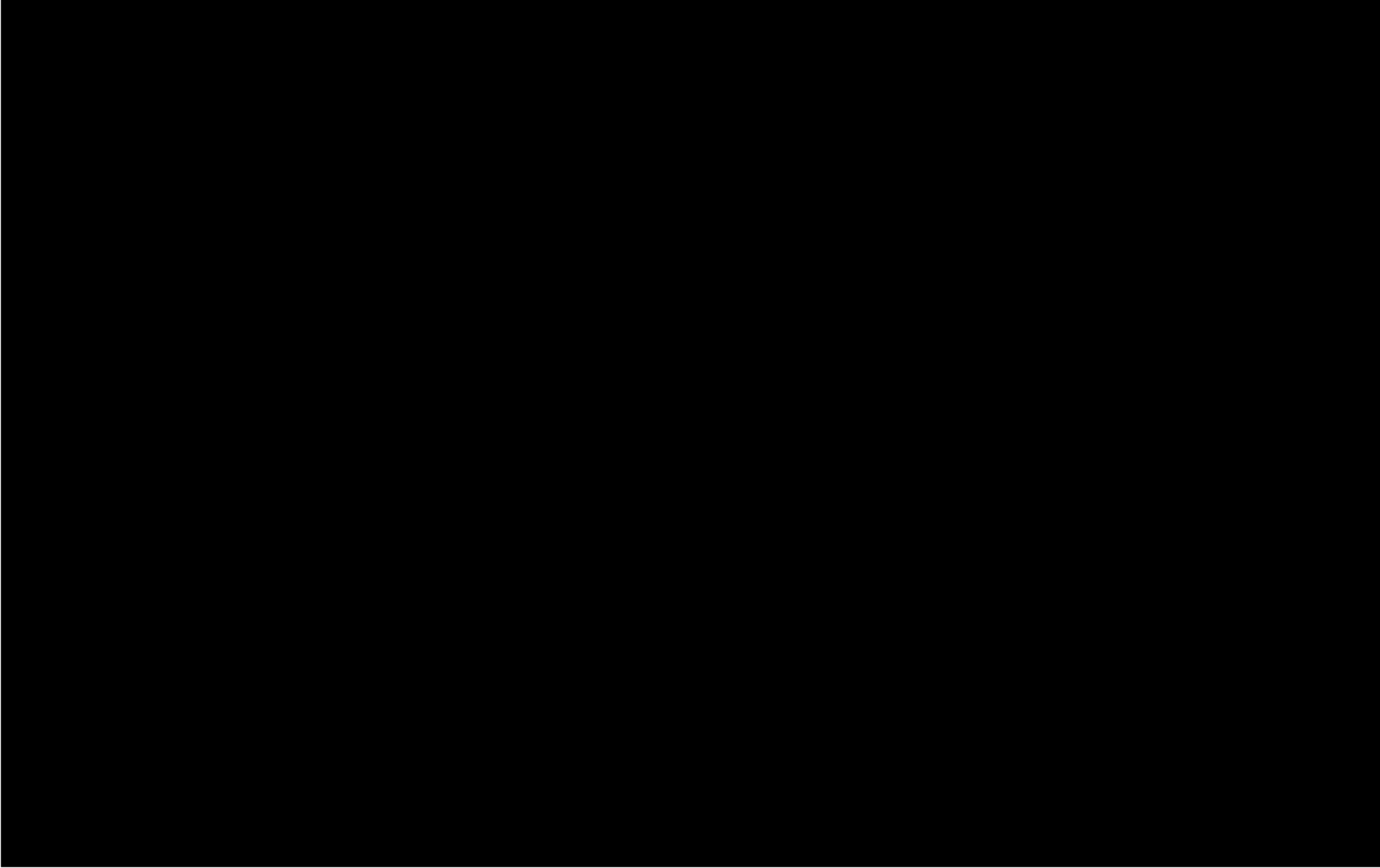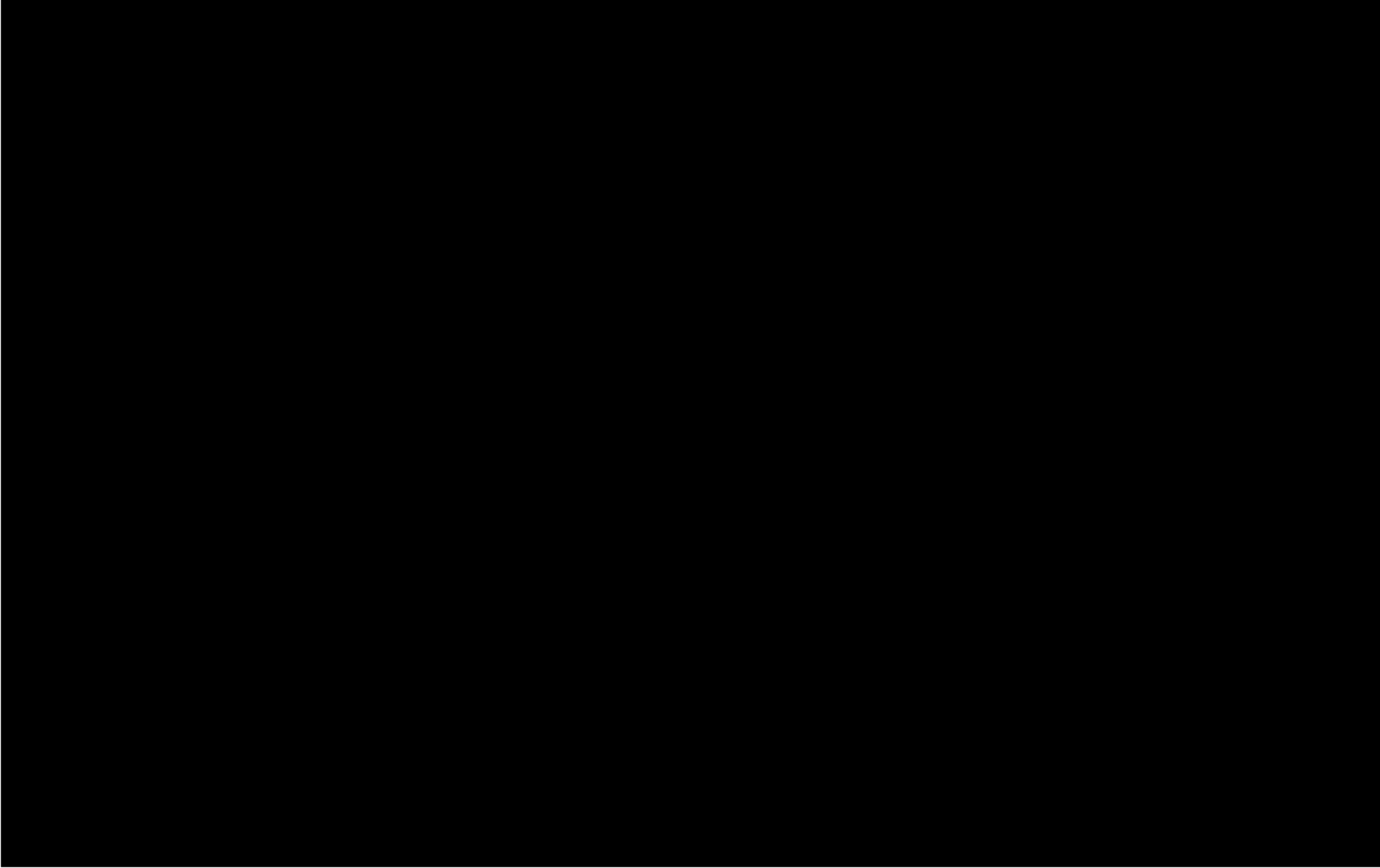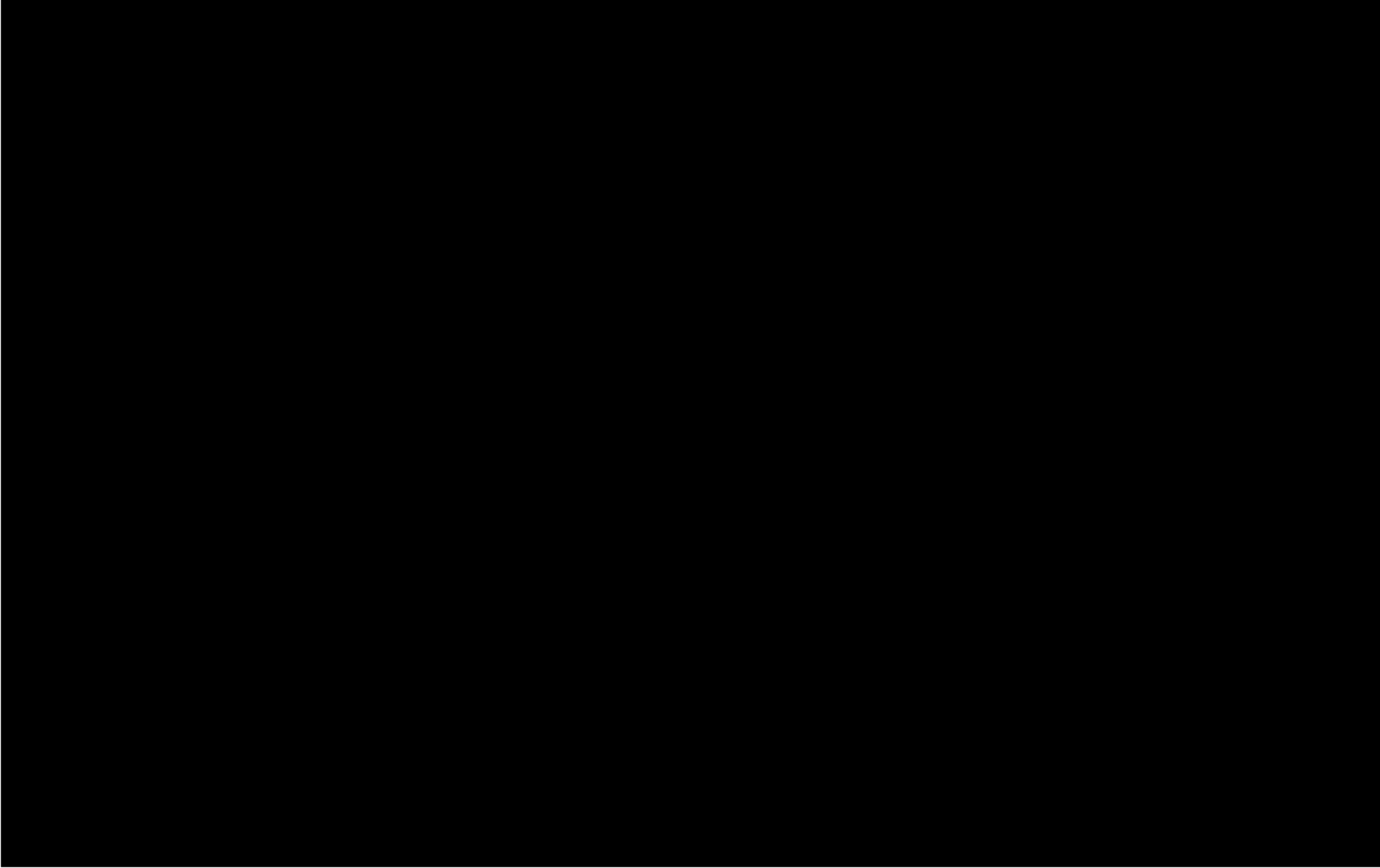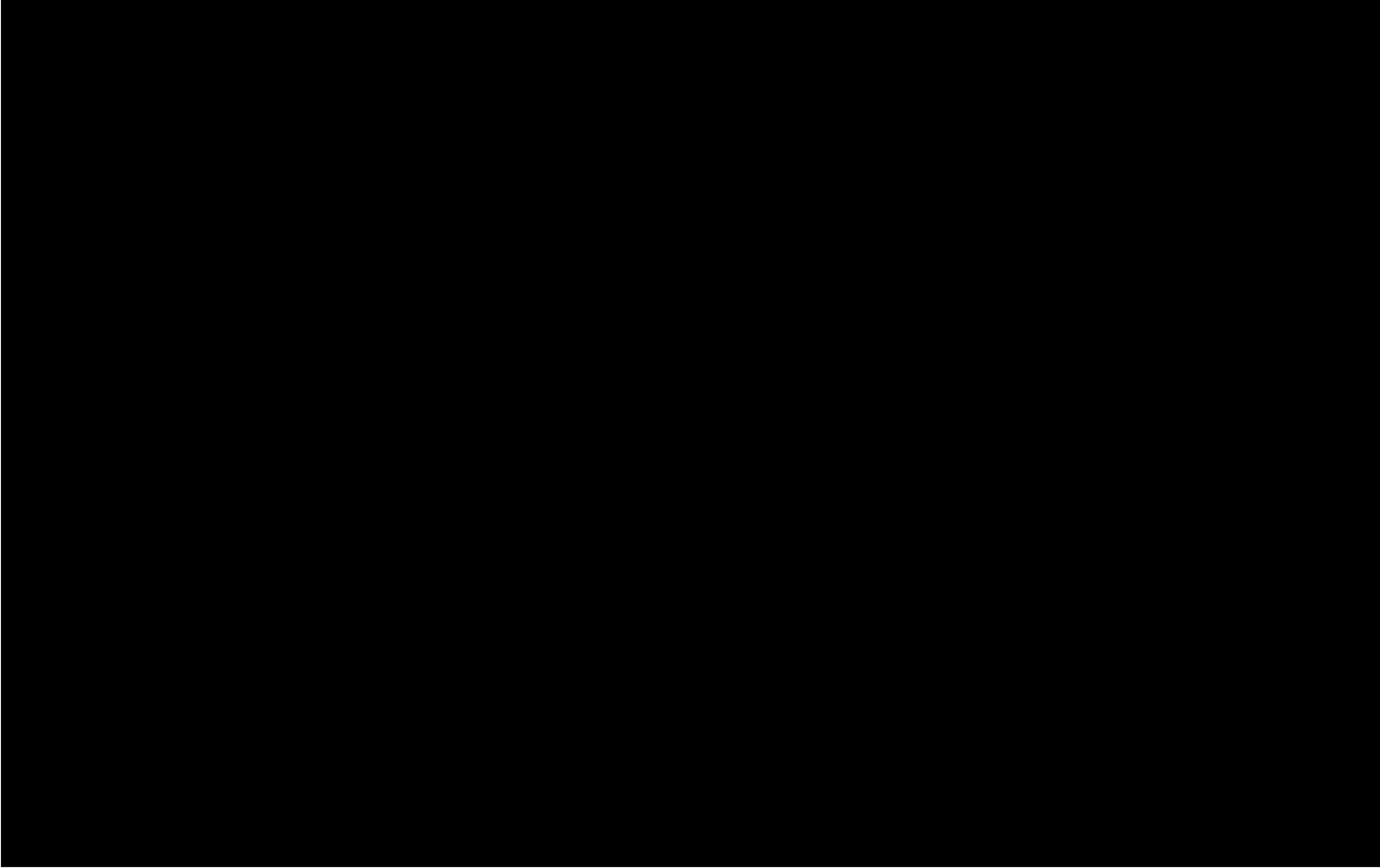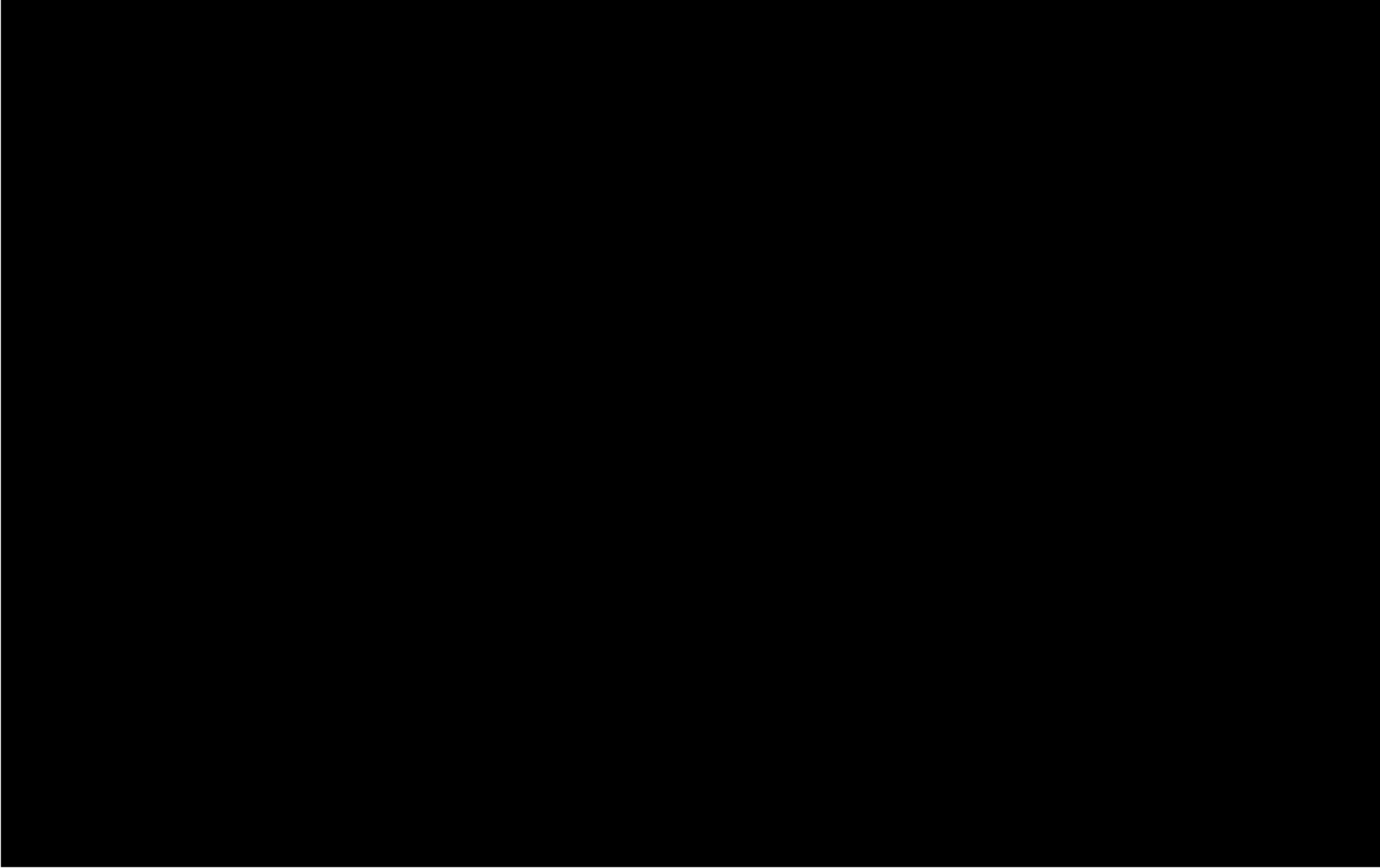(b) (2), (b) (7)(E)

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Historical Information

Fiscal Year Hires					
CATEGORY	**Year**	**2015**	**2016**	**2017**	**Total**
Border Patrol Agent					
Air Interdiction Agent		**(b) (2)**			
CBP Officer					
	Total				

Time-To-Hire	Year	2015	2016	2017	Total
Border Patrol Agent		628	306	261	1,195
Air Interdiction Agent		352	319	215	886
CBP Officer		396	365	358	1,119
	Total	1,376	990	834	3,200

JOA'S POSTED	Year	2015	2016	2017	Total
Border Patrol Agent					
Air Interdiction Agent		**(b) (2)**			
CBP Officer					
	Total				

APPLICATIONS RECEIVED	Year	2015	2016	2017	Total
Border Patrol Agent		59,237	58,664	49,956	167,857
Air Interdiction Agent		300	618	523	1,441
CBP Officer		45,042	54,892	41,292	141,226
	Total	104,579	114,174	91,771	310,524

BORDER PATROL AGENT COMPONENTS	Year	2015	2016	2017	Total
Entrance Exam		28,869	37,949	15,722	82,540
Pre-qualification		40,630	10,619	6,027	57,276
Medical Examination		4,221	4,886	3,006	12,113
Physical Fitness Test I		6,685	6,305	4,059	17,049
Physical Fitness Test II		494	505	223	1,222
e-QIP				5,324	
Background Investigation		2,413	1,695	661	4,769
Reciprocity Requests					

Coordination of Structured Interviews		6,784	5,747	2,752	15,283
Polygraph Examination		3,992	3,413	1,955	9,360
Drug Test		994	614	311	1,919
Offer Acceptance Rate		66%	53%	54%	
	Total				

AIR INTERDICTION AGENT COMPONENTS	Year	2015	2016	2017	Total
Entrance Exam					
Pre-qualifications Review					
Background Investigation		17	45	86	148
Physical Fitness Test		7	35	118	160
Drug Test		6	10	99	115
Polygraph Examination					

Three-part Flight Assessment
  1. Coordination of Oral Evaluation
  2. Conduct and Coordinate Flight Evaluation
  3. Coordination of Structured Interviews
		7	14	19	40

Offer Acceptance Rate		83%	71%	100%	
	Total				

CBP OFFICER COMPONENTS	Year	2015	2016	2017	Total
Entrance Exam		22,608	38,277	11,097	71,982
Pre-qualifications Review		33,331	12,517	6,278	52,126
Medical Examination		6,558	5,658	4,454	16,670
Physical Fitness Test I		10,368	7,383	5,505	23,256
Physical Fitness Test II		1,122	696	404	2,222
e-QIP				6,156	
Background Investigation		2,413	2,003	738	5,154
Reciprocity Requests					
Coordination of Structured Interviews		8,612	6,796	4,028	19,436

Polygraph Examination		3,992	4,192	2,907	11,091
Drug Test		1,723	813	495	3,031
Offer Acceptance Rate		76%	73%	72%	
	Total				

Supplemental Information to Attachment 5 – CBP Historical Data

- CBP is unable to provide a breakout between BPAs and CBPOs

- CBP uses a concurrent process for medical exam. Therefore some applicants could make it to poly and/or BI but fail medical and be removed. **(b) (5)**

- The polygraph recidivism rate (the number of people who have to come back for a second or third exam because the first exam was inconclusive) is, **(b) (5)** That means number of exams is roughly **(b) (4)** than number of applicants given an exam. **(b) (5)**

- In many years, and especially FY 17 due to funding timing based on Congress passing Approps bills, **(b) (5)**

In FY 2015, CBP conducted 11,916 polygraph examinations on CBPO and BPA applicants. CBP conducted 2,695 full background investigations on CBPO and BPA applicants. CBP hired **(b) (2)**

In FY 2016, CBP conducted 10,478 polygraph examinations on CBPO and BPA applicants. CBP conducted 1,574 full background investigations on CBPO and BPA applicants. CBP hired **(b) (2)**

In FY 2017 YTD, CBP has conducted 10,053 polygraph examinations. CBP has conducted 1,514 full background investigations on CBPO and BPA applicants. CBP has hired **(b) (2)** CBP currently has **(b) (2)** persons who have accepted an offer and are awaiting a report date to the academy. So, true number of hires is **(b) (2)**

	Poly	BI	Hire
2015	11,916	2,695	**(b) (2)**
2016	10,478	1,574	
2017 YTD	10,053	1,514	

*CBP has an additional **(b) (2)** who have accepted positions and are awaiting a report date to academy. So, hires is actually **(b) (2)**

The polygraph waiver is a relatively new item, as is reciprocity for a polygraph. As such, there is not data previous to FY 2017 and the data is limited. **(b) (5)** applicants have received a polygraph waiver. I do not

have the reciprocity numbers from the polygraph program, but have requested them. (b) (5)

(b) (5)

National Frontline Recruitment Command (NFRC) FY17 Strategy

FINAL – as of December 31, 2016

U.S. Customs and Border Protection

NFRC Mission: The National Frontline Recruitment Command will enable field recruiters to attain their goals and facilitate the high quality applicant experience by engaging the recruitment workforce, applying targeted recruitment data, and partnering with industry experts and external stakeholders.

GOAL 1
Enrich the CBP brand and increase awareness by developing a cohesive CBP messaging strategy to promote CBP as an employer of choice

Objectives:
- Broaden exposure in markets where CBP presence is limited
- Increase brand awareness through digital, print, and social media
- Improve consistency of CBP branding through tri-component efforts

Deliverables:
- FY17 Digital Strategy
- FY17 Marketing Plan
- FY17 National Recruitment Plan
- FY17 National Strategic Partnerships

Outcome: CBP is recognized as a household name, known across the country as an employer of choice for law enforcement.

GOAL 2
Enhance analytics capabilities to drive CBP recruitment efforts with data-based evidence

Objectives:
- Obtain reliable recruitment and marketing data
- Assess Return on Investment (ROI) on existing marketing and recruitment efforts

Deliverables:
- Cleansed marketing and recruitment data
- Standardized data collection, analytics, and reporting processes
- Monthly and quarterly performance reports

Outcome: Recruitment decisions are results-informed, driven from reliable NFRC data analyses.

GOAL 3
Empower field recruiters to meet recruitment targets through training and resources

Objectives:
- Improve recruiters' knowledge of CBP hiring process
- Improve the standards of recruiters in the field
- Enhance recruiter capabilities by providing resources, such as the Recruiter Toolkit

Deliverables:
- NFRC SERT Recruiter Training
- NFRC D2L Recruiter Training
- NFRC National Recruiter Training
- NFRC Recruiter Performance Metrics

Outcome: Recruiters are perceived as professional and knowledgeable elite representatives of the Agency.

GOAL 4
Engage internal stakeholders through proactive communications and collaboration to strengthen NFRC operations

Objectives:
- Improve communication between NFRC, operational leadership, and other internal stakeholders
- Provide timely communication regarding HR policy and hiring enhancements to the field

Deliverables:
- Standardized communication between NFRC's internal and external stakeholders
- NFRC SharePoint Communication Platform

Outcome: NFRC's mission is recognized universally throughout the Agency.

GOAL 5
Expand the diversity of CBP frontline applicants by targeting recruitment efforts both locally and nationally

Objectives:
- Become an employer of choice amongst diverse groups (women, veterans, disabled, minority groups)
- Expand CBP's presence in diverse communities
- Improve and strengthen relationships with diversity organizations

Deliverables:
- FY17 Diversity Plan
- Strategic partnerships with diverse organizations
- Special Emphasis Marketing
- Special Emphasis Events

Outcome: CBP increases its volume of diversity applicants in frontline positions.

Regional Leads will be appointed by Full Time recruiters within each position. The locations designated on this map are notional and are not reflective of actual Regional Lead stations.

The number of Collateral Recruiters per Field Office and Sector will vary.

Field Office and Sector has one designated Full Time Recruiter.

Seattle, WA (OFO)
- Regional Lead
- Full Time Recruiter

(CDR)

San Diego, CA (USBP)
- Regional Lead
- Full Time Recruiter

(CDR)

Step 3 : Regional Leads and Collateral Duty Recruiters attend and log events.

(CDR)

Fort Bliss – TX (AMO)
- Regional Lead
- Full Time Recruiter

Step 1 : Regional Leads develop quarterly strategic recruitment plans.

NFRC – Washington, DC
- Regional Liaisons

Step 2 : NFRC Regional Liaisons validate and approve regional plans in conjunction with component's leadership review.

● Collateral Duty Recruiter (CDR) – *Part Time*

★ Regional Lead (RL) – *Full Time*

Data shown is a notional representation
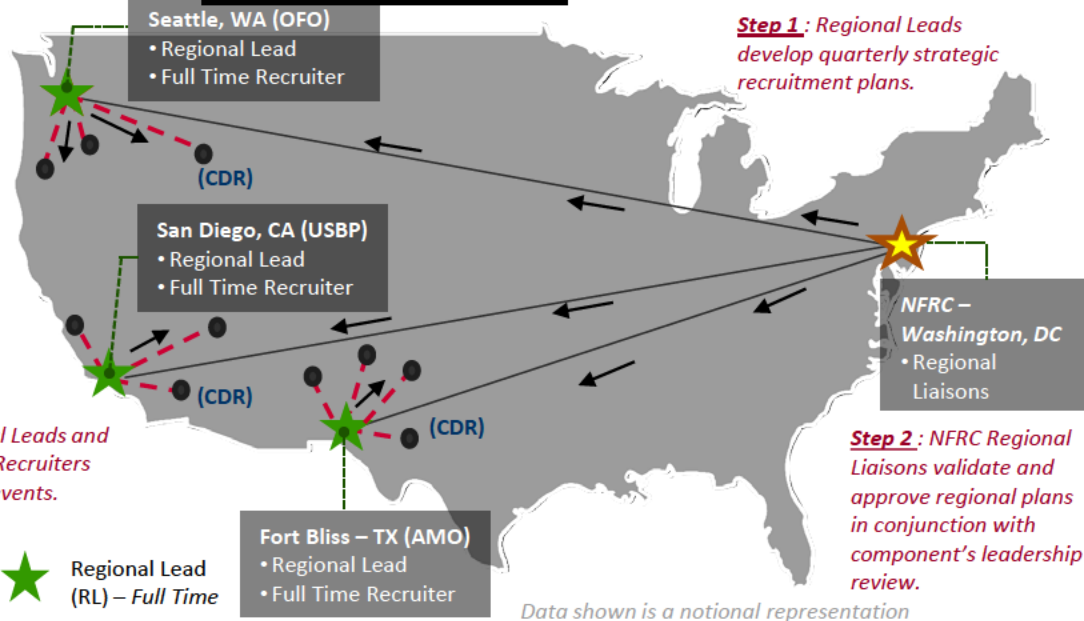
NFRC's Role
- Provides oversight and strategic guidance to field recruiters on recruitment best practices
- Monitors and reports on recruitment activity performance in alignment to the National Recruitment Plan
- Develops and executes digital media strategy
- Develops National Strategic Partnerships

NFRC Regional Liaison Role
- Coordinates with the Regional Lead to assist local field recruiters with administrative and logistical support and guidance to conduct marketing and recruitment events
- Communicates regional marketing and recruitment activities between NFRC and the regions

Regional Lead's Role
- Communicates NFRC guidance and messages to the full time and collateral duty recruiters
- Coordinates with NFRC Regional Liaison to align local recruitment plans to the National Recruitment Strategy
- Coordinates with NFRC Regional Liaison to obtain support for executing marketing and recruitment activities

Full Time Recruiter's Role
- Leads the development and execution of local marketing and recruitment strategy
- Coordinates with Regional Lead to align local marketing and recruitment strategy to the Regional and the National recruitment strategies
- Conducts marketing and recruitment events

Collateral Duty Recruiter's Role
- Supports the full time recruiter in planning and executing marketing and recruitment events
- Attends recruitment events

Strategic Partnerships

National Strategic Partnerships:
- *Spartan Races* – 40 partnering events at the obstacle races
- *The Big 10/ Big XII* – Enhanced media inclusion in college athletic conferences
- *Country Music Concert Series* – 37 partnering events at various large scale music festivals in the US

FY17 Projected NFRC Staffing Numbers

NFRC

Leadership	(b) (2)
Functional Leads	
Org. Support	
Regional Liaisons	
Total	

Primary Recruiter POCs

ROPC USBP	(b) (2)
ROPC OFO	
ROPC AMO	
ROPC SERT	
Total	

Recruitment and Marketing Data

NFRC captures the following data sets to support data analytics in the eGIS tool:
- Ad/Marketing data from NFRC marketing vendor
- Recruitment event data from Salesforce.com pilot
- Applicant data from Minneapolis Hiring Center
- Organizations of pertinent interest

U.S. Customs and Border Protection

Strategy Overview

The NFRC seeks to attract and recruit quality applicants into CBP's frontline hiring process. The NFRC will accomplish this by employing data driven decisions to enhance NFRC's data collection process, refocusing its digital recruitment and marketing efforts, implementing a robust recruiter training program, and utilizing cutting edge technology to streamline recruitment efforts.

CBP NFRC's desired end state is to provide a measurable, sustainable and repeatable process that produces qualified applicants while maintaining CBP's standards of excellence and integrity.

Goals

1. Enrich the CBP brand and increase awareness through a cohesive CBP messaging strategy to promote CBP as an employer of choice
2. Enhance analytic capabilities to drive CBP recruitment with data based evidence
3. Empower field recruiters to meet recruitment targets through training and resources
4. Engage internal stakeholders through proactive communications and collaboration to strengthen NFRC operations
5. Expand the diversity of CBP frontline applicants by targeting recruitment efforts both locally and nationally

Business Case

CBP is currently under a congressional mandate to meet its staffing goals of (b) (2) CBP Officers under the *Consolidated Appropriations Act, 2014* and *Department of Homeland Security Appropriations Act, 2016*. Additionally, the recent Executive Order, *Border Security and Immigration Enforcement Improvements* requires that CBP hire an additional 5,000 Border Patrol Agents (BPA) with a staffing goal of 26,370 BPAs. The NFRC is charged with identifying candidates and recruiting quality applicants to enter the hiring process.

Stakeholders

NFRC has identified the following CBP components and offices as key stakeholders:

- Minneapolis Hiring Center
- Office of Public Affairs
- Human Resources Operations Program and Policy
- Human Resources Management Strategic Partnerships and Communications
- Office of Field Operations
- United States Border Patrol
- Air and Marine Operations

Project Scope

NFRC's key focus areas will encompass the following:

- **Training**: Provide NFRC's local recruiters with resources necessary to effectively engage with candidates and guide them throughout the application process. This includes the implementation of an Applicant Care System that will allow recruiters to guide applicants from recruitment, to application, and into Entry on Duty
- **Data Analytics**: Enhance NFRC's data analytic capabilities to capture recruitment event, marketing, digital, and applicant data that will inform CBP leadership of the effectiveness of NFRC's recruitment and marketing campaigns
- **Marketing and Advertising:** Refine CBP's recruitment marketing and advertising strategy to focus on attracting highly desired and qualified individuals to apply to CBP frontline positions
- **Digital Media Strategy:** Deploy a structured and focused digital media strategy to enhance CBP's presence and brand recognition in the digital environment
- **Technology Tools**: Utilize available technology tools to include Salesforce, CBP's Career website, and mobile technology to provide real time and accurate information to candidates and applicants

Key Challenges

Collaboration and Competition within U.S. Government and Law Enforcement

- External dependencies on other federal entities
- Competition among other law enforcement agencies
- Lack of pay equity with law enforcement agencies

Societal Impacts

- Changing generational values
- Public perception of law enforcement
- State-wide legalization of marijuana

Low Process Pass Rates for Frontline Applicants

- (b) (4)
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Key Initiatives

- Applicant Recovery Program
- Expand Hiring Hubs
- "Time to Come Home" Campaign
- Life Along the Border Videos
- Applicant Care System
- Enhance our Social Media presence
  - Actively recruit using Facebook and YouTube
- SalesForce Pilot
- Job Boards (Indeed, Monster, Ziprecruiter)
- Enhance our Recruitment Approach (identify successful applicant profiles)

(b) (4), (b) (5)

(b) (5)

(b) (5)

(b) (5)